

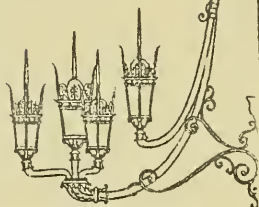
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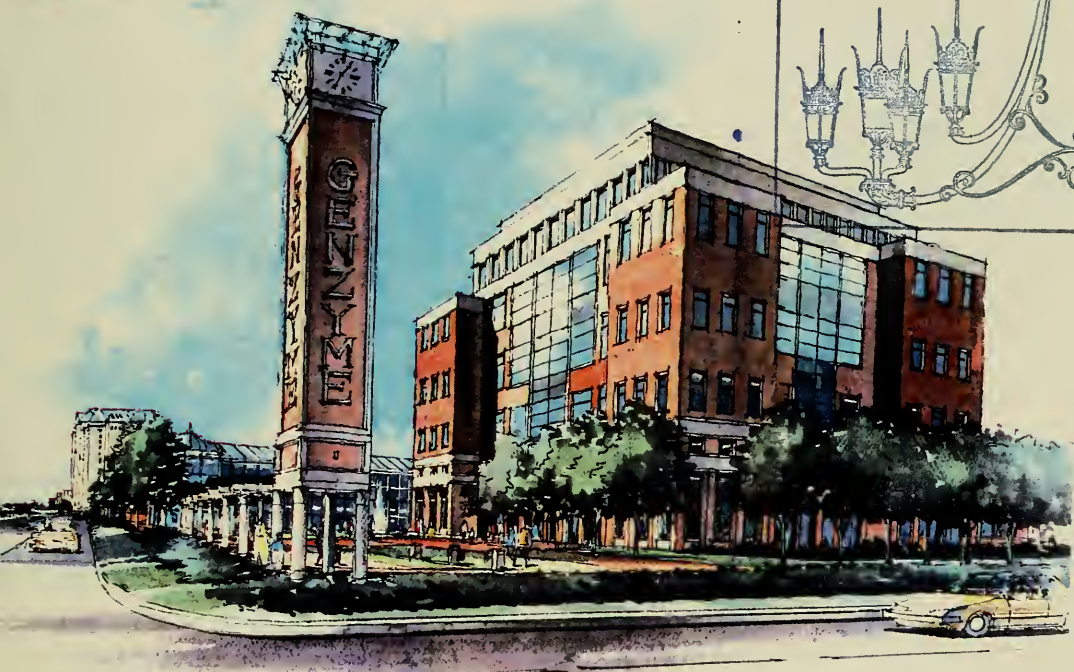


gov. 99-619

APPLICATION FOR
PUBLIC WORKS
ECONOMIC DEVELOPMENT (PWED) GRANT

GOV Doc
BRA
2651

MADE TO
THE COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION
RICHARD TAYLOR, SECRETARY
DEPARTMENT OF PUBLIC WORKS
JAMES KERASIOOTES, COMMISSIONER



RIVERFRONT R&D PARK
ALLSTON LANDING NORTH

CITY OF BOSTON
RAYMOND L. FLYNN, MAYOR
BOSTON REDEVELOPMENT AUTHORITY
STEPHEN COYLE, DIRECTOR

DECEMBER 1991

Public Works Economic Development Program

**Grant Application for
Riverfront Research and Development Park
Allston Landing North**

**Application by the City of Boston
Raymond L. Flynn, Mayor
Boston Redevelopment Authority
Stephen Coyle, Director**

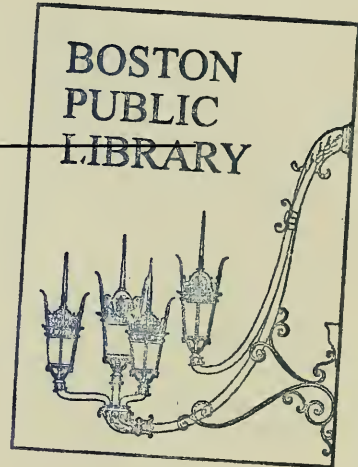
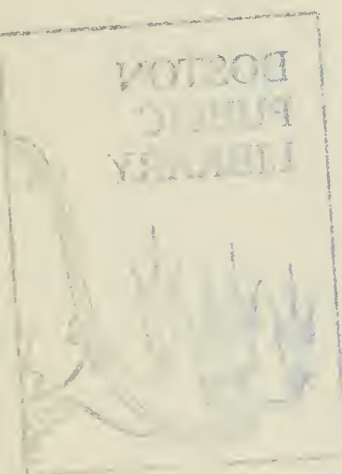


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Public Works Economic Development Program

A. PROJECT IDENTIFICATION FORM

- 1) **Municipality:** Boston
- 2) **Project Name:** Riverfront Research and Development Park at Allston Landing
- 3) **Roadways included in project:**

- | | |
|---|--------------------------------------|
| a) Western Avenue | a), b), c), d): Roads, sidewalks, |
| b) Soldiers Field Road | curbing, lighting, traffic controls, |
| c) Cambridge Street | service and drainage facilities |
| d) Newly created public streets
within Riverfront Research and
Development Park | |

4) **Property interest to be acquired:**

<u>Location</u>	<u>Present Owner</u>	<u>Type of Interest (Fee/Easement)</u>	<u>Estimated Cost</u>
<u>New Public Streets</u>	<u>Mass. Turnpike Authority</u>	<u>Fee</u>	<u>Nominal</u>
<u>Public Walkways</u>	<u>Mass. Turnpike Authority</u>	<u>Easement</u>	<u>Nominal</u>

5) Highway Considerations:

- a) State highway included/intersected? Yes ☐ No ☒

Location: Mass. Turnpike at Allston Ramps (intersected but not included)

- b) **Bridges included?** Yes _____ No x

Location: _____

c) Roadway previously included in Federal-aid project? Yes ___ No x

Section of road

Name of Project

Date Completed

d) Roadway included in proposed federal-aid project? Yes ___ No x

Section of road

Name of Project

Date Proposed to MDPW

e) Roadway included on federal-aid highway systems? Yes ___ No x

Section of road

Federal Aid System

f) Roadway subject to traffic control agreement? Yes ___ No x

Section of road

Date of Agreement

g) Traffic signals included? Yes x No ___

6) Environmental concerns

a) Yes ___ Date ___ No x Reason: _____

Note: MEPA regulations should be consulted before submitting a PWED application.

b) Nearest wetlands to project:

Site

Distance from Project

Charles River

Approximately 100 Feet

c) **Project in national, state, or local historic district?**

Yes ____ No x

d) **National, state, or local landmark within project?**

Yes ____ No x

Landmark: _____

e) **Unlisted historic/archaeological properties within project?**

Yes ____ No x

Note: Consult Mass. Historic Commission, 80 Boylston Street, Room 310, Boston, MA 02116 (727-8740) for information.

Name/Date of MHC Contact: Judy McDonough 12/17/91

7) Is the municipality in violation of any executive order, regulation or other administrative or legislative directive which limits its eligibility for a PWED grant?

Yes ____ Explain _____

No x

8) **Permits required for project:**

Type

Source

Subdivision of existing Allston

City of Boston, Boston Water and Sewer

Landing site

Commission and Mass. Water Resources

Street, sidewalk and lighting permits

Authority

Water and sewer connections

If any others are required, notification will be sent.

BOSTON
REDEVELOPMENT
AUTHORITY

Raymond L. Flynn
Mayor

Stephen Coyle
Director

One City Hall Square
Boston, MA 02201
(617) 222-4300

December 17, 1991

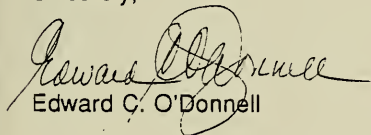
Ms. Judy McDonough
Massachusetts Historical Commission
80 Boylston Street
Boston, MA 02116

Dear Ms. McDonough:

This letter is to inform the Massachusetts Historical Commission that the City of Boston intends to make application to the Commonwealth of Massachusetts' Executive Office of Transportation and Construction for a grant from the Public Works Economic Development program. The application is intended to provide financial support for the feasibility analysis, design, engineering and construction of public improvements to the proposed "Riverfront Research and Development Park," to be located upon a site known as "Allston Landing."

An Environmental Notification Form will be filed with the Commonwealth of Massachusetts on or around December 16, 1991. A site plan of the Allston Landing property is attached hereto. Please feel free to contact me directly with your thoughts and comments.

Sincerely,


Edward G. O'Donnell

JB5/13.LTR
121691/1



B. PROJECT AND MUNICIPAL EFFORT INFORMATION

MUNICIPALITY: Boston

PROJECT NAME: Riverfront Research and Development Park at Allston Landing

Section 1: Municipal Contact

Name/Address

Stephen Coyle, Director
Boston Redevelopment Authority
One City Hall Square
Boston, MA 02201
Telephone: (617) 722-4300



CITY OF BOSTON • MASSACHUSETTS

OFFICE OF THE MAYOR
RAYMOND L. FLYNN

December 19, 1991

Mr. Richard Taylor, Secretary
Executive Office of Transportation
and Construction
Commonwealth of Massachusetts
Ten Park Plaza
Boston, MA 02116

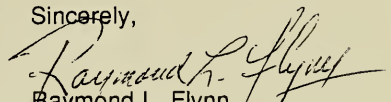
Dear Secretary Taylor:

In accordance with Section 5.08, 701 Code of Massachusetts Regulations: "The Public Works Economic Development Program," as defined within the 1981 Transportation Bond Act, Chapter 732, the Boston Redevelopment Authority is hereby designated as the City of Boston's lead agency in making application to the Executive Office of Transportation and Construction for funding support of the Allston Landing Economic Development Areas. The Boston Redevelopment Authority serves as the City of Boston's planning agency and this designation is consistent with the BRA's goal of strengthening and expanding the City's economic and tax base.

Since taking office in 1984, this administration has dedicated itself to a balanced approach to planning and economic development which is predicated upon full and open community involvement. In Allston-Brighton, for example, dozens of community meetings have resulted in a new, forward looking plan which sets clear standards and policies for growth and conservation. Within the new Allston-Brighton Neighborhood District amendment to the Boston Zoning Code is the creation of the Allston Landing Economic Development Areas. The result of thousands of hours of work by the community is a plan which not only preserves the strength of that community, but also provides a foundation of economic growth and opportunity for the future. Based upon that record of achievement, the Boston Redevelopment Authority and its Director, Stephen Coyle, is well positioned to transform economic potential into economic reality for all the citizens of Boston.

We look forward to working successfully with the Commonwealth of Massachusetts at Allston Landing.

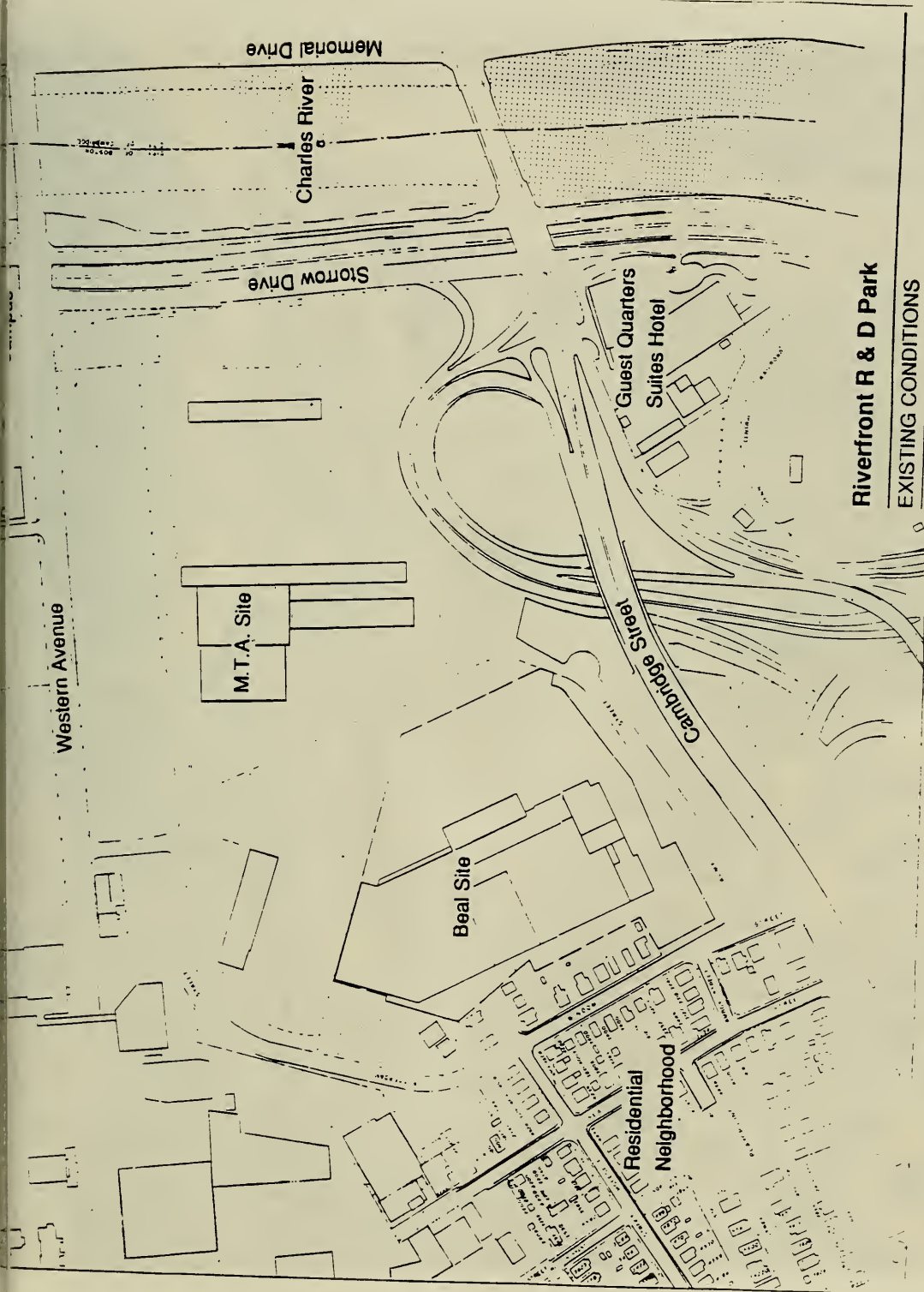
Sincerely,


Raymond L. Flynn
Mayor of Boston

Section 2: Project Description

A) Locus of Project (including project limits):

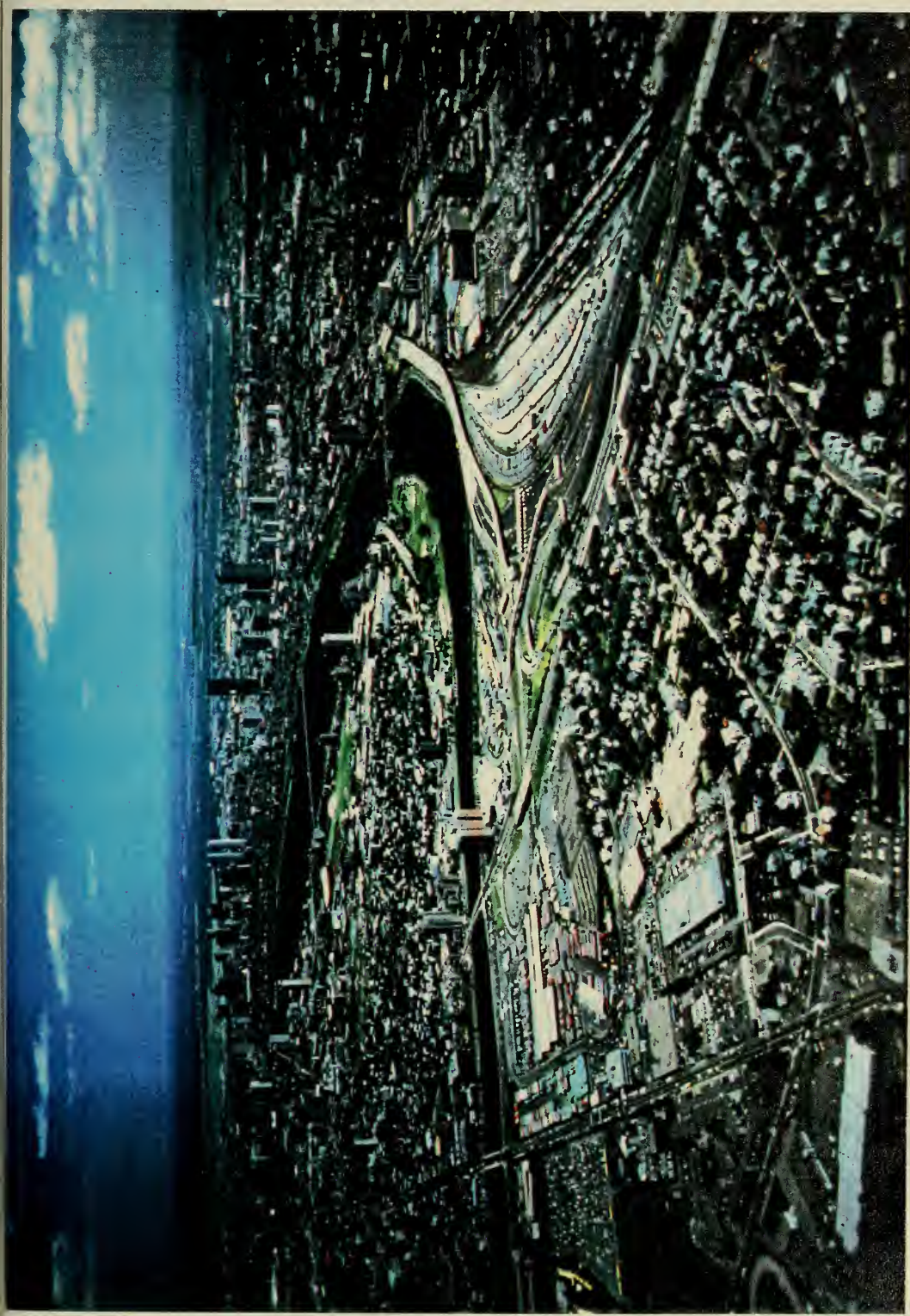
Riverfront Park, at approximately fifty acres in total, is bordered by Soldiers Field Road to the north, Cambridge Street to the east, Windom Street to the south and Western Avenue to the west.



Riverfront R & D Park

EXISTING CONDITIONS





ALLSTON LANDING PRESENT CONDITION

B) Scope of Work:

Engineering, design and construction of road, streets, curbing, sidewalks, lighting systems, traffic controls, service facilities, drainage systems, culverts and other related improvements to existing and newly created public streets and passageways in and around the Riverfront Research and Development Park at Allston Landing site in order to accommodate a phased development and construction schedule.

Business School Campus

Western Avenue

M.T.A. Site

Genzyme Site

Beal Site

Residential
Neighborhood

Guest Quarters

Suites Hotel

Riverfront R & D Park

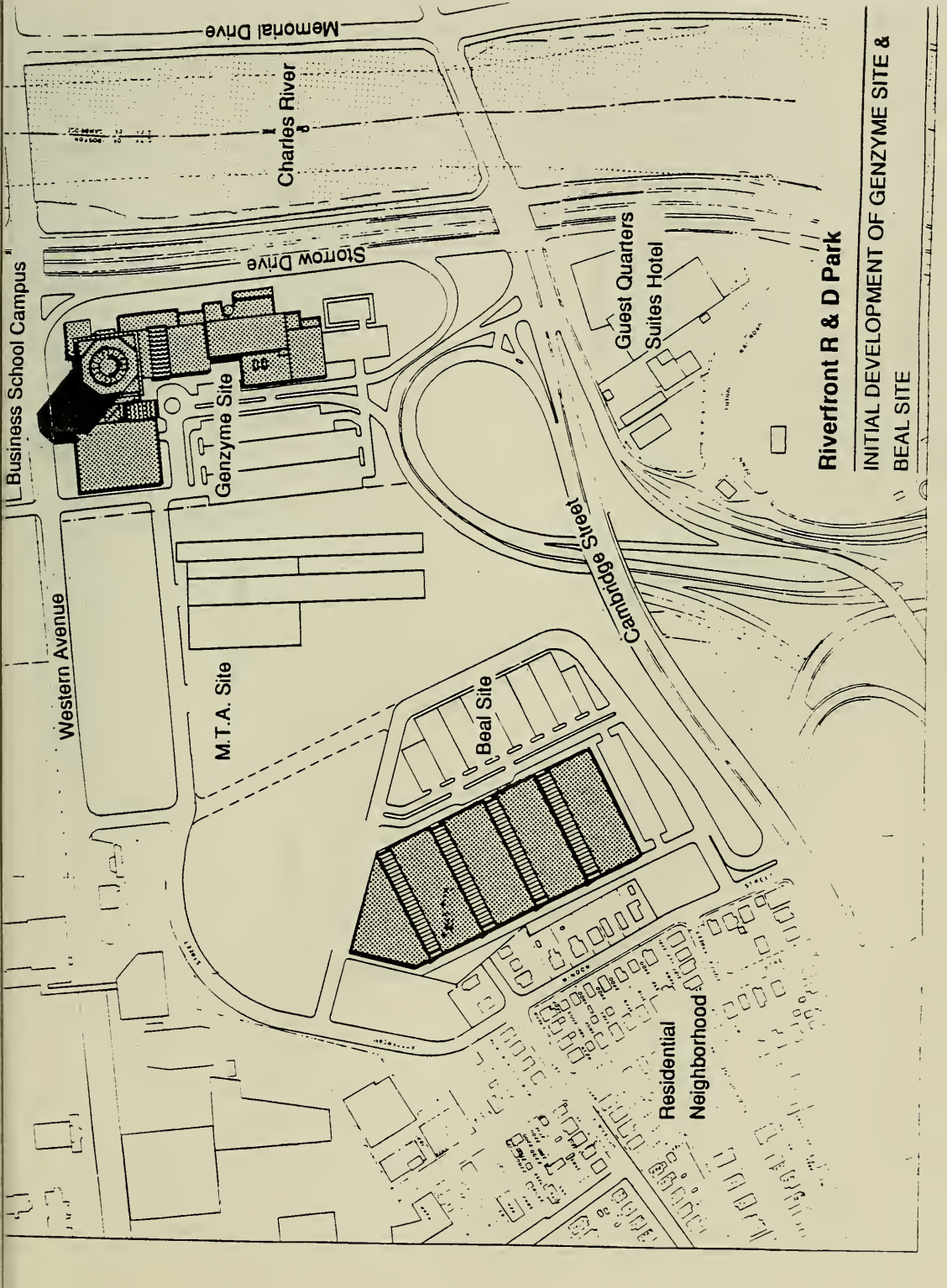
INITIAL DEVELOPMENT OF GENZYME SITE &
BEAL SITE

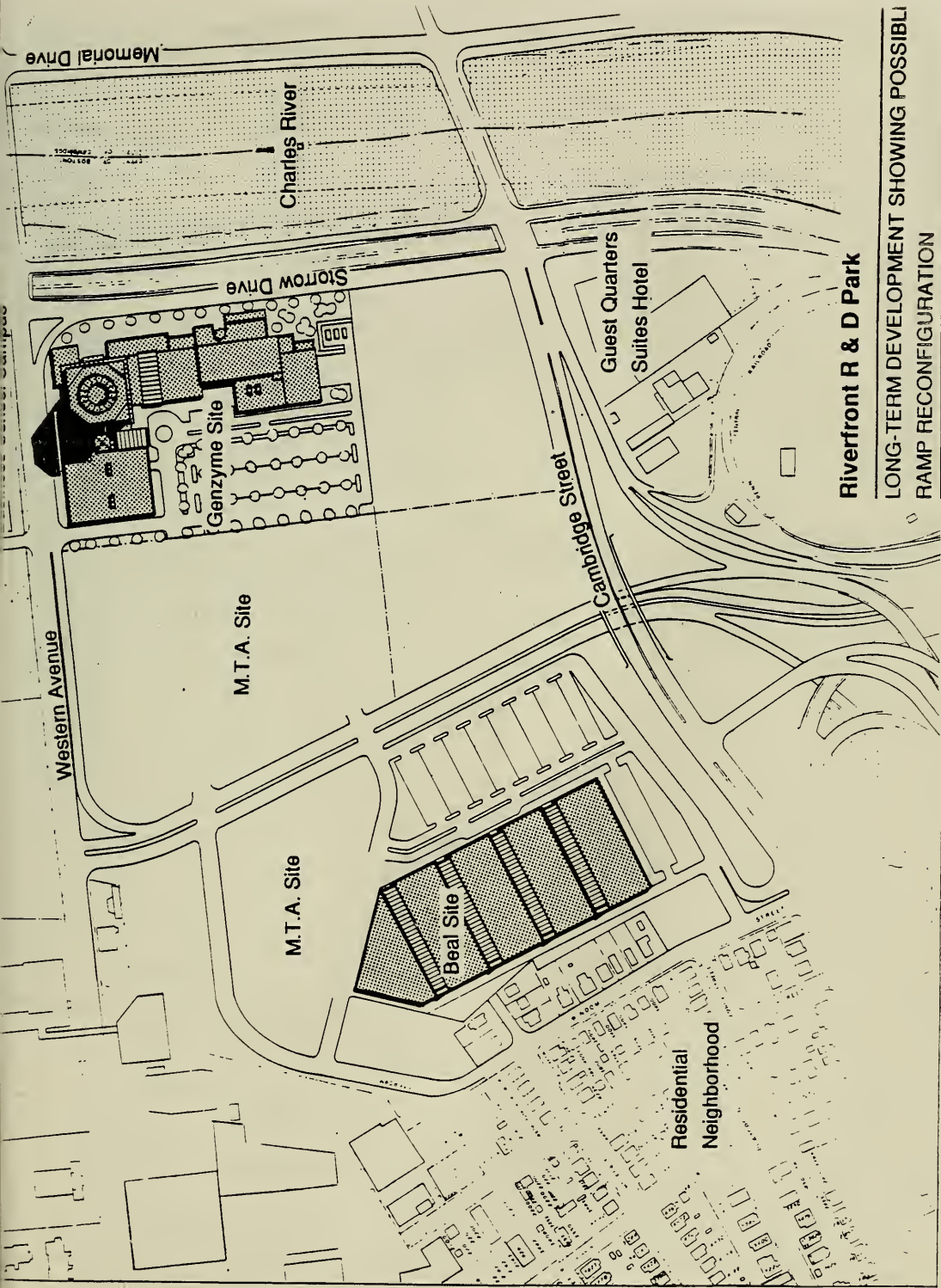
Memorial Drive

Charles River

Storrow Drive

Cambridge Street





Memorial Drive

Charles River

Storrow Drive

Genzyme Site

M.T.A. Site

M.T.A. Site

Beal Site

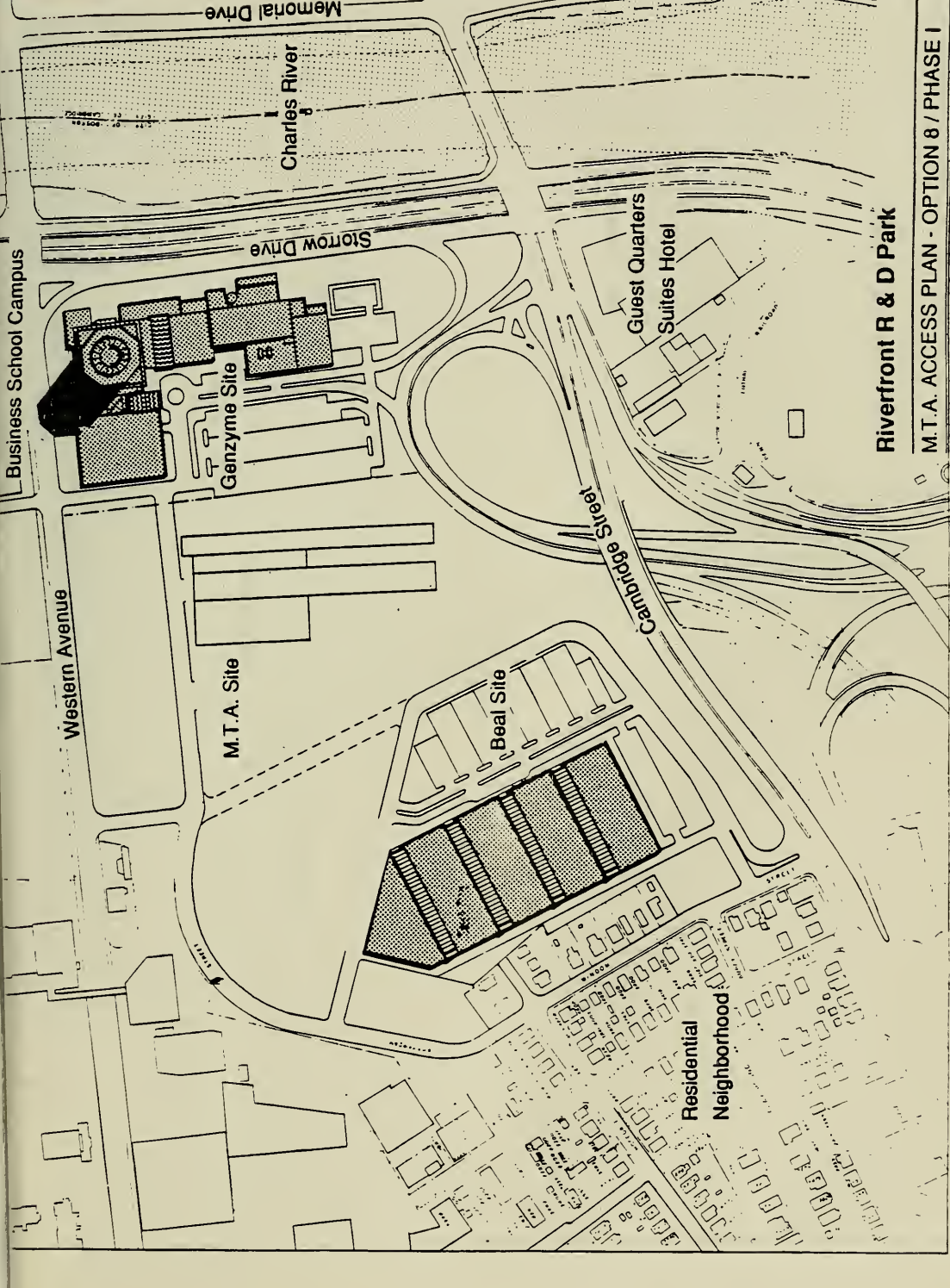
Guest Quarters
Suites Hotel

Cambridge Street

Residential
Neighborhood

Riverfront R & D Park

LONG-TERM DEVELOPMENT SHOWING POSSIBLE
RAMP RECONFIGURATION



Business School Campus

Western Avenue

M.T.A. Site

Genzyme Site

Beal Site

Charles River

Storow Drive

Cambridge Street

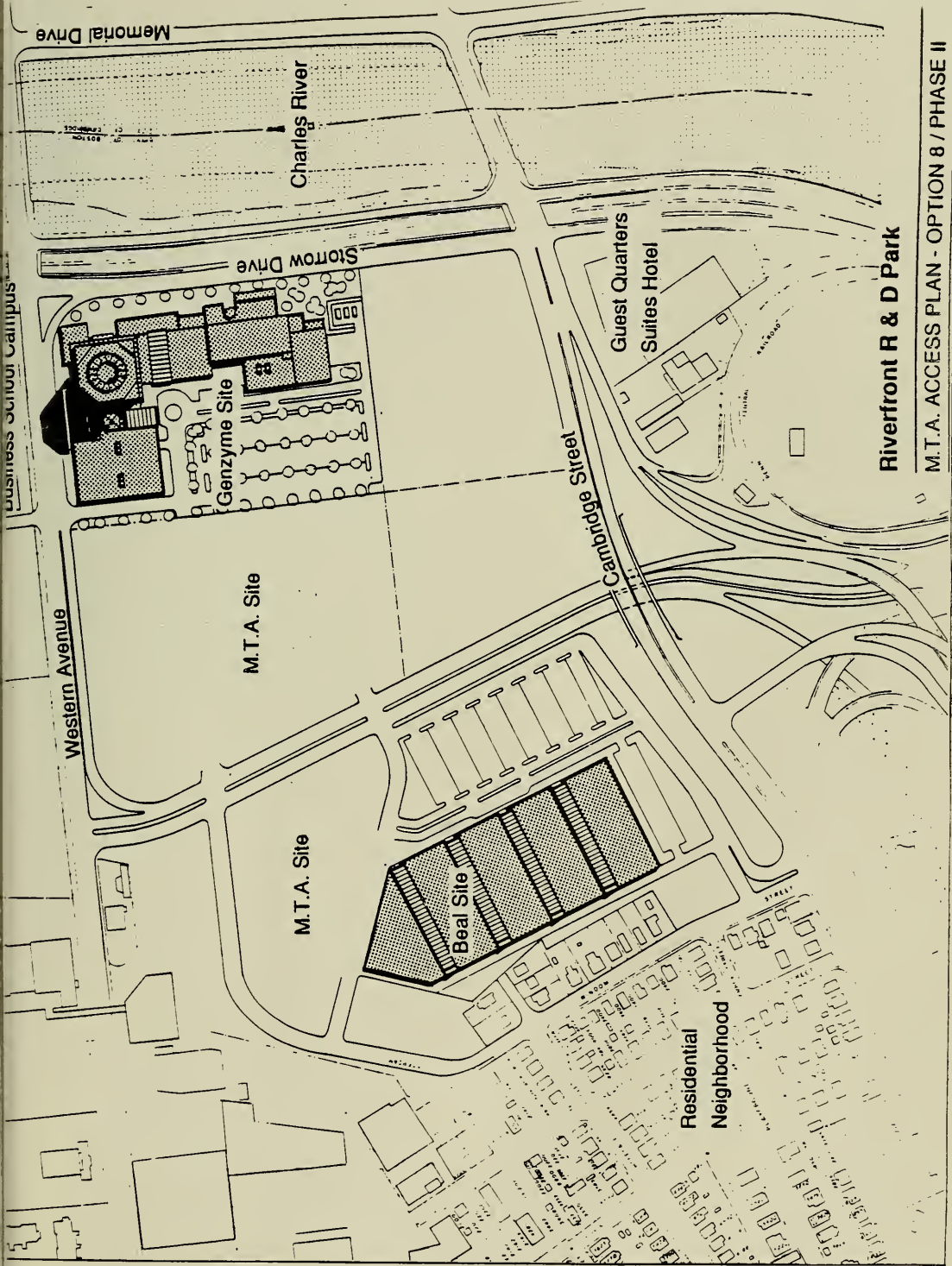
Guest Quarters

Suites Hotel

Residential
Neighborhood

Riverfront R & D Park

M.T.A. ACCESS PLAN - OPTION 8 / PHASE I



Memorial Drive

Charles River

Storrow Drive

Genzyme Site

M.T.A. Site

M.T.A. Site

Beal Site

Guest Quarters

Suites Hotel

Residential
Neighborhood

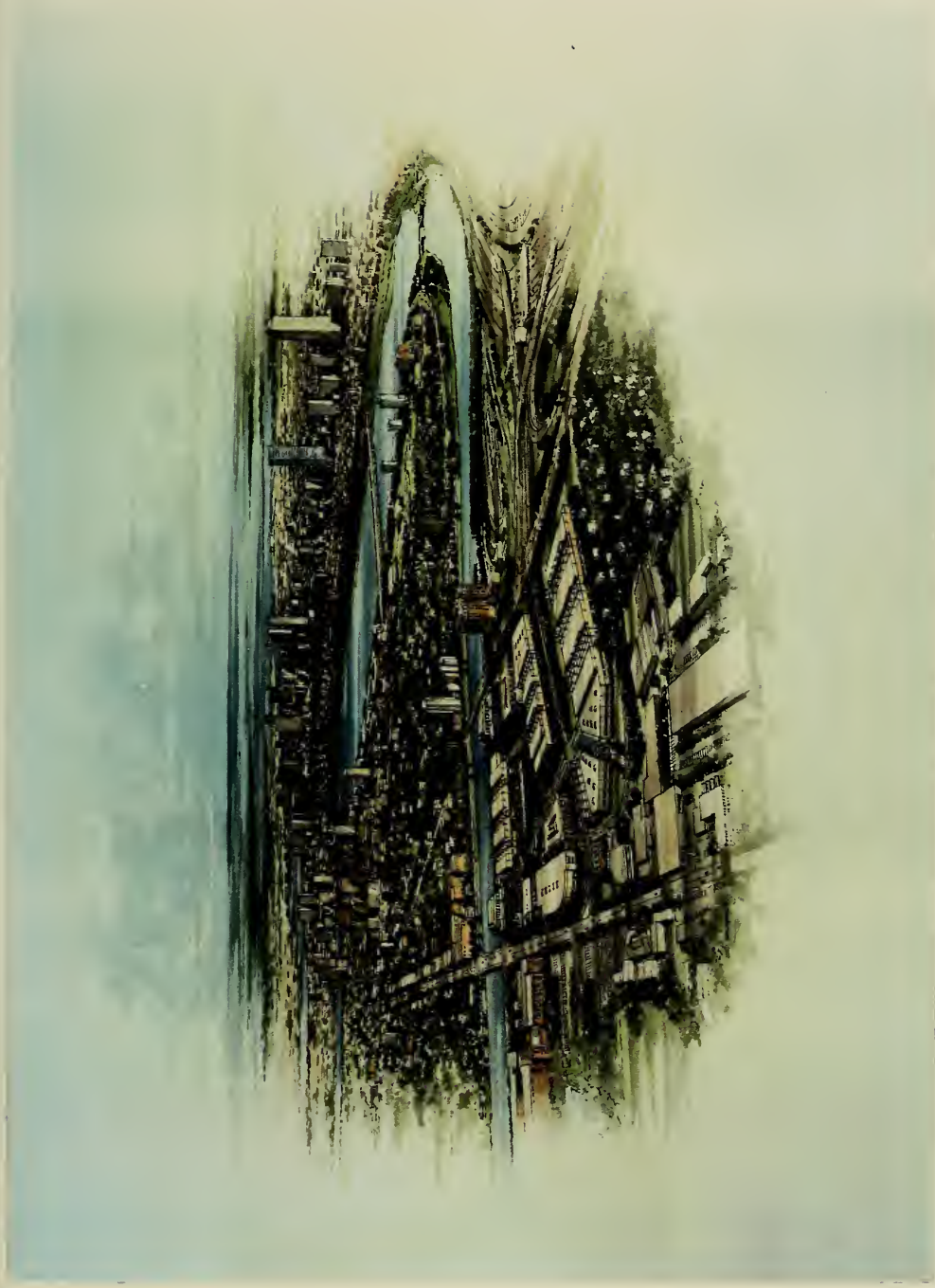
Riverfront R & D Park

M.T.A. ACCESS PLAN - OPTION 8 / PHASE II

C) Purpose of Project:

Riverfront Research and Development Park is to become a major biotechnical research, manufacturing and office complex. The Genzyme Corporation's decision to build the Commonwealth's first major biotechnology manufacturing facility at Allston Landing represents an initial investment of \$80,000,000 in private funds. Situated at the crossroads of the research community comprised by Harvard, M.I.T., and the Longwood Medical Area, Allston Landing provides a unique opportunity for the biotechnology and related industries.

At present, the Allston Landing site is a blighted and badly underutilized parcel. Nevertheless, due to Allston Landing's presence on the banks of the Charles River, adjacent to Harvard Business School and the Mass. Turnpike, the potential of the property as a site for new economic growth and employment opportunities makes the expenditure of public dollars to stimulate private investment is well justified.



ALLSTON LANDING-FULL BUILD CONDITION

D) Need for Project:

Emerging "new economy" industries -- biotechnology, biopharmaceuticals and the like -
- are important elements in bringing recovery and new growth to the Massachusetts economy.

Dr. James Howell, former Chief Economist for the Bank of Boston, writes in his 1990 report,

"The Boston and Regional Economy into the 1990s: The Prospects for Economic Recovery,"

'Massachusetts' economic future will be dominated by the existence and strength of the intellectual infrastructure of the complex of medical and institutional institutions straddling the Charles River...Boston's current and future strength in knowledge and technology industries is based on the rapid expansion of research activities in these institutions...

This research activity is not only providing thousands of jobs directly but spinning off a new generation of technology-oriented companies. Spawned by Boston's institutions, funded by Boston's large venture capital industry, and served by Boston's sophisticated producer services firms attuned to their special legal, managerial and financial needs, many of these companies are experiencing spectacular growth."

The Genzyme Corporation's decision to locate Massachusetts' first full scale biotechnology manufacturing facility at Allston Landing illustrates the correctness of Dr. Howell's vision for economic recovery and the importance of Allston Landing in building Boston's new economy. Using a relatively small amount of public funds to establish a major biotechnology complex will generate millions of dollars of private investment and thousands of new jobs benefitting the city, the Commonwealth and virtually all of New England.

Section 3: Project Costs/Estimates

The expenditure of PWED funds and Riverfront Research and Development Park will serve as an effective catalyst in bringing new opportunities in biotechnology, biopharmaceuticals and biomedicine to the site. The recently announced decision by the Genzyme Corporation to locate their new manufacturing facility here will, for example, ensure a minimum of \$80,000,000 in private investment. As Riverfront Research and Development Park reaches maturity, other similar levels of private investment will follow.

A) Use of Funds:

1) Architectural/Engineering/Design	\$ 800,000
2) Construction	3,200,000
3) Other (specify)	_____
Total Costs	\$4,000,000

B) Source of Funds:

1) PWED Request	\$4,000,000
2) Municipality (Chapter 90 or other)	_____
3) Other State Grant	_____
4) Federal Grant	_____
5) Private (specify) (Genzyme Phase I)	80,000,000
6) Other (specify) (M.T.A. Ramp Improvements)	4,000,000
Total Funding	\$88,000,000

C) Can project be phased?

Yes x No

D) If yes, what would the cost be for each phase:

Phase I \$2,000,000 (approximately)

Phase II \$1,000,000 (approximately)

Phase III \$1,000,000 (approximately)

Section 4: Description of Local Economic Development Effort

A) Does the municipality have an economic or community development master plan?

Yes x No

1) How will the proposed project help to promote the plan?

On November 12, 1991, Boston Mayor Raymond L. Flynn signed the Allston-Brighton Neighborhood District Zoning ordinance. The ordinance makes specific reference to the Allston Landing Economic Development Area, identifying the site as a preferred area for the establishment and growth of biomedical and biotechnology industries.

A copy of the new zoning, which allows Genzyme's proposed development plan as a use by right of zoning, is attached hereto, along with other exhibits attesting to the economic development effort between the City of Boston and the Allston-Brighton community.

2) If no plan exists, how will the project promote economic development in the community?

N/A. See above.

Text Amendment Application No. 200
Boston Redevelopment Authority
Allston-Brighton Neighborhood District

TEXT AMENDMENT NO. 168*

EFFECTIVE
November 13, 1991**

THE COMMONWEALTH OF MASSACHUSETTS

CITY OF BOSTON

IN ZONING COMMISSION

The Zoning Commission of the City of Boston, acting under Chapter 665 of the Acts of 1956 as amended, after due report, notice, and hearing does hereby amend the Boston Zoning Code as follows:

By inserting, after Article 50, the following article:

ARTICLE 51

ALLSTON-BRIGHTON NEIGHBORHOOD DISTRICT

TABLE OF CONTENTS

Section 51-1	Statement of Purpose, Goals, and Objectives
51-2	Recognition of the Allston-Brighton Neighborhood Plan
51-3	Physical Boundaries
51-4	Applicability
51-5	Prohibition of Planned Development Areas
51-6	Community Participation

*See also Text Amendment No. 169.

**Date of public notice: October 26, 1991 (see St. 1956, c. 665, s. 5).

REGULATIONS APPLICABLE IN ECONOMIC DEVELOPMENT AREAS

SECTION 51-22. Establishment of Allston Landing Economic Development Areas. This Section 51-22 establishes two (2) Economic Development Areas ("EDAs") within the Allston-Brighton Neighborhood District: the Allston Landing North EDA and the Allston Landing South EDA. Allston Landing has uniquely favorable access to the regional transportation network system, with direct truck access from major roads. This access provides a prime location for preserving industrial uses and attracting new manufacturing, commercial, and research and development uses, while minimizing impacts on the adjacent residential community.

The purposes of establishing the EDAs are to encourage economic growth, including manufacturing, commercial, and research and development activity, in a manner which is sensitive to the interests of the community; to provide for economic development that is of a quality and scale appropriate to the surrounding neighborhood; and to encourage the diversification and expansion of Boston's and Allston-Brighton's economy, with special emphasis on creating and retaining job opportunities.

The physical character and visual image of Allston-Brighton's commercial centers are critical to their success. Appropriate signage, screening and buffering, and design guidelines and requirements, as determined through development review under Article 31 or as provided in other sections of this Article, can create and reinforce a positive image of the Economic Development Areas.

EDAs are designated "EDA" on Maps 7A, 7B, 7C, and 7D "Allston-Brighton Neighborhood District."

1. Allston Landing North EDA. The Allston Landing North EDA is intended as a focal point for economic growth and development, with strong emphasis on scientific research and development and the manufacture of the products of such research and development. In addition to economic growth and the creation of employment opportunities for Boston residents, affordable housing on the Allston Landing North EDA may be accommodated adjacent to the existing North Allston residential community. Opportunities to enhance the visual character of this EDA, to enhance open space connections, to improve the Charles River waterfront, and to improve transportation access and circulation, also can be realized in a manner supportive of economic activities and adjacent residential uses.
2. Allston Landing South EDA. The Allston Landing South EDA is owned primarily by the Massachusetts Turnpike Authority and occupied by Turnpike ramps, rail and motor freight facilities, and industry. The purpose of this Allston Landing South EDA is to promote industrial and

manufacturing uses and to preserve and maintain the existing industrial uses which are vital to the City, State, and regional economy.

SECTION 51-23. Use Regulations Applicable in EDAs. Within an EDA, the uses identified in Table C of this Article are allowed, conditional or forbidden as set forth in said Table C. No land or structure in an EDA shall be erected, used, arranged or designed to be used, in whole or in part, unless, for the proposed location of such use, the use is identified in Table C as "A" (allowed), or subject to the provisions of Article 6, the use is identified as "C" (conditional). Any use identified as "F" (forbidden) in Table C for the proposed location of such use is forbidden in such location. Any use not included in Table C is forbidden in an EDA.

SECTION 51-24. Dimensional Regulations Applicable in EDAs. The minimum Lot Size, Lot Width, Lot Frontage, Front Yard, Side Yard, and Rear Yard required for any Lot in an EDA, and the maximum allowed Floor Area Ratio and Building Height for such Lot, are set forth in Table G of this Article.

SECTION 51-25. Performance Standards Applicable in EDAs. The following effects shall not be allowed from any use within an EDA:

1. Any emission of any air, water, or other pollutants or of radiation or any release of toxic or biohazardous material in violation of federal, state, or local regulations.
2. Any noise, air pollutant, vibration, dust, odor, change of temperature, or direct glare of lighting, which emanates more than fifty (50) feet beyond the boundaries of the lot upon which the use is located (or more than twenty (20) feet if the abutting lot into which such emanation occurs is within a Residential Subdistrict), is detectable at such distance by human senses without aid of instruments, and is of sufficient quantity or duration to cause significant annoyance or interference with normal activities.

ALLSTON LANDING: A PLANNING VISION FOR THE FUTURE

Planning Objectives

Development Planning:

- Identify opportunities for development of new economies, for example bio-tech, at Allston Landing.
- Link new development to neighborhood benefits; affordable housing and community open space.

Physical Planning:

- promote development of Western Ave. as neighborhood main street.
- establish more cohesive neighborhood center at Silk Mills.
- strengthen ties to waterfront parkland.
- Extend Charles River open space along Allston Landing - between Western Ave. and B.U. Army; establish pedestrian connection between new open space and Galfney St. area.

- establish gateway character at Western Ave. bridges and Cambridge St. bridge.

- promote development of Cambridge St. as major landscaped link between neighborhood and River.

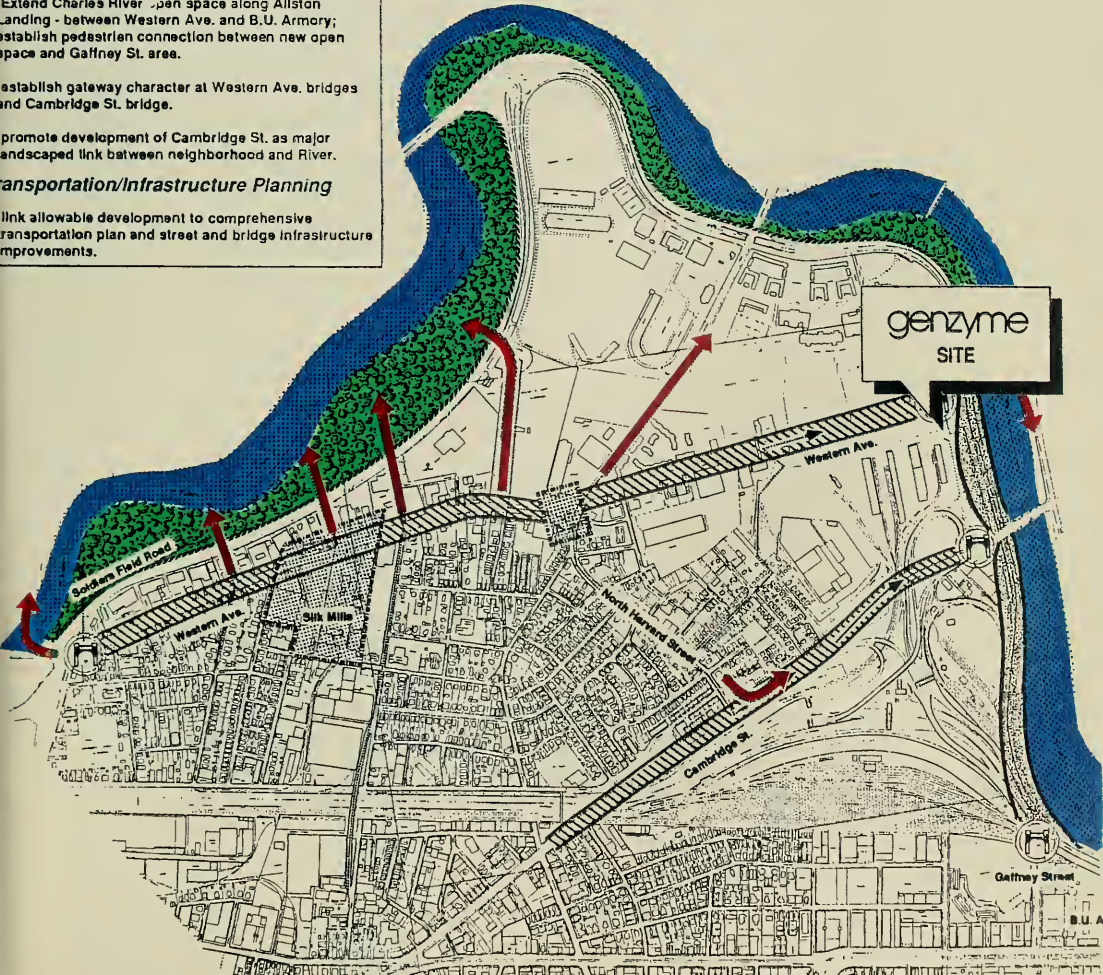
Transportation/Infrastructure Planning

- link allowable development to comprehensive transportation plan and street and bridge infrastructure improvements.

Allston Landing represents one of the most important development sites likely to emerge in the coming years. The site is defined in part by the strengths and needs of its immediate neighbors.

To the east flows the Charles River, combining its fragile environmental features with the opportunity to create a system of waterfront parkland. To the west sits an established residential community. To the north of Allston Landing sit the property's institutional neighbors, including the Harvard Business School, which have offered plans for their own future growth. To the south is an intricate series of highways, offering easy and direct access to virtually all of the transportation systems of New England.

If Allston Landing is to realize its full potential, then each of these factors must be recognized. The Boston Redevelopment Authority, working with those who live and work in and around Allston Landing, has formulated a comprehensive plan for the future of the area, setting goals and objectives for the attainment of that vision.



THE RIVERFRONT R&D PARK MASTER PLAN

The Boston Redevelopment Authority and Massachusetts Turnpike Authority currently are cooperating to develop a Master Plan for the Riverfront R&D Park. The Master Plan envisions the development of the Allston Landing North area as a sophisticated biotechnology research, development, office, and manufacturing center, within a campus-like setting. Genzyme is offered the premier location in Boston's most promising research park.

As envisioned, the Riverfront R&D Park would encompass approximately 51 acres of land located west of Soldiers Field Road between Western Avenue and Cambridge Street. The proposed Genzyme site constitutes 9.4 acres of this area along the riverfront edge of the Park. Most of the Park (38.5 acres) is owned by the Massachusetts Turnpike Authority, including the Genzyme site. Approximately 10.25 acres, comprising the western end of the Park, are owned by the Beal companies, and a 2.5-acre strip along the southwestern edge is owned by the City. Existing structures on the property include a now-vacant 200,000-square-foot Sears warehouse on the Beal parcel and several temporary buildings on the MTA land. Conrail owns certain easements over the MTA and Beal properties.

The development of the Riverfront R&D Park will begin with the Genzyme site. A new drive from Western Avenue will provide access to the site. A substantial landscaped buffer will be created to separate the Genzyme site from the remainder of the Park not yet redeveloped. The conceptual plan for the development of the Genzyme site is discussed elsewhere in this report and is shown on Figures 1 and 2.

The redevelopment of the Beal property can occur in conjunction with the redevelopment of the Genzyme site. A portion of the existing Sears warehouse covering the western portion of the site can be rehabilitated for R&D use. Up to 150,000 square feet of research, manufacturing or office space can be developed in this structure. The Beal property can be accessed early on by local streets which already exist at the periphery of the site, and later by an additional road connecting to the Sears parking lot. The Beal development could be fully operational by as early as 1996.

The full development of the Riverfront R&D Park is tied to the realignment of certain ramps that are part of the Allston/Cambridge interchange of the Massachusetts Turnpike. Already, eight alternative alignments have been studied conceptually.

Alternative Eight represents the preferred scenario. This alternative could open up more than 30 acres at the eastern (river) end of the park while providing exceptional access to the Beal property. Full traffic studies remain to be carried out, but in evaluating alternatives the MTA

is committed to maximizing safety and traffic flow while improving the land use potential of the Riverfront R&D Park.

The long-term development of the site will be guided by design standards developed to assure a consistent quality of landscaping and design commensurate with that anticipated for the Genzyme site.

Upon completion, the Riverfront R&D Park at Allston Landing will become a permanent part of Boston's emerging biotechnology economy.

Section 5: CARD Designation

A) Is the project within a CARD?

Yes ____ No x

Section 6: Public/Private Participation

- A) Will the proposed project ensure or enhance the probability of public or private investments in the community or the project?

Yes x No

The decision by the Genzyme Corporation to locate its manufacturing facility at Allston Landing represents an important first step in what will eventually be the full development and buildout of the Riverfront Park. Genzyme's initial focus, an 80,000 square foot manufacturing facility, will bring \$80,000,000 of private investment to the site. Over the longer term, Genzyme also envisions more than a doubling of manufacturing floor space to a total of 180,000 square feet, 125,000 square foot headquarters building, 40,000 square feet of research and development space and structured parking sufficient for four hundred and eighty vehicles.

Genzyme's decision to build its manufacturing facility here will also serve as a catalyst in attracting similar industries to locate upon and invest in the site. The Master Planning for the balance of Riverfront Research and Development Park envisions the creation of three additional development parcel sites comparable in size to Genzyme's 9.43 acre site and full rehabilitation and development of an existing structure which is now privately owned.

Attached hereto is a copy of the Memorandum of Agreement among the Genzyme Corporation, the Commonwealth of Massachusetts, the City of Boston, the Massachusetts Turnpike Authority, demonstrating the full measure of public and private participation associated with the Riverfront Research and Development Park.

**MEMORANDUM OF AGREEMENT
REGARDING THE LOCATION OF BIOTECHNOLOGY
FACILITIES AT ALLSTON LANDING
BY GENZYME CORPORATION**

I. Parties:

- A. Commonwealth of Massachusetts ("Commonwealth")
- B. City of Boston ("City")
- C. Boston Redevelopment Authority ("BRA")
- D. Genzyme Corporation ("Genzyme")

II. Preliminary Statement

- A. *The Genzyme Redevelopment.* Genzyme desires to redevelop a site (the "Genzyme Parcel") of approximately 9.4 acres within the Allston Landing North Economic Development Area of the Allston Brighton Neighborhood Zoning District in the City of Boston for the manufacture of its biotechnology products and other biotechnology and related purposes. The Genzyme Parcel is shown diagrammatically on Exhibit A hereto. The conceptual plan for the initial Genzyme redevelopment includes a manufacturing plant with up to 80,000 FAR square feet of gross floor area, with up to 20,000 additional square feet of mechanical and support space and surface parking space for up to 350 vehicles. Subsequent redevelopment may also be undertaken on the Genzyme Parcel for one or more of a research and development and office headquarters facility, expansion of the manufacturing facility and a parking structure. It is understood that this plan may change as the final program and designs are developed by Genzyme. Additional "Expansion Parcels," also shown on Exhibit A may be developed by Genzyme for these and other purposes.
- B. *Public Purposes.* All of the public parties are desirous of assisting Genzyme in carrying out the redevelopment of the Genzyme Parcel and the Expansion Parcels in order to accomplish the following public purposes, among others:
 - 1. The creation of high quality manufacturing and other jobs in close proximity to neighborhoods and communities where such jobs are needed.
 - 2. The encouragement of other emerging biotechnology companies that are now considering where to locate their manufacturing facilities to locate them in the City and Commonwealth.

3. The nurturing of a new industry in the City and Commonwealth that can contribute to a strong and sustainable economic recovery from current conditions of high unemployment and economic recession.
4. The promotion of new industry in an already developed area with extensive existing infrastructure including highway, public transit, and utilities and in close proximity to its potential labor force in order to minimize the environmental cost of such development.

C. *Commonwealth of Massachusetts.* The Commonwealth wishes to encourage the growth of the manufacturing segment of the biotechnology industry in Massachusetts at a variety of locations, including Allston Landing, where the factors for strong, long-term growth are present. The Commonwealth has the ability to facilitate the Genzyme redevelopment and to contribute to the business environment in a fashion that will induce Genzyme and other biotechnology firms to expand in Massachusetts. The Commonwealth is committed to taking administrative steps to assist the Genzyme redevelopment. Additionally, the administration is committed to pursuing an agenda to create an environment conducive to business growth, including:

- Maintaining corporate income taxes at current levels or lower
- Maintaining fiscal stability in revenue and spending levels
- Working to create incentives for firms through employment and training credits, for providing training, new job opportunities and increased export sales
- Expanding the investment tax credit
- Extending sales tax exemption to construction for manufacturing facility
- Providing resources for assisting in the recruitment and training of new employees for this facility and working with Genzyme as it expands its work force in Massachusetts
- Through the Secretary of Environmental Affairs, expediting of the environmental permitting process for the Genzyme redevelopment
- The use of Public Works Economic Development funds to assist in the road system and site preparation improvement necessary on the Genzyme Parcel

D. *The City of Boston and Boston Redevelopment Authority.* The City of Boston strongly supports the proposed Genzyme redevelopment at Riverfront R & D Park for the above reasons and as consistent with the long-term plan for the City which includes promoting new advanced technology manufacturing in the City and encouraging new economic development activities outside the densely developed

downtown core. The BRA serves as the planning and redevelopment agency for the City of Boston.

III. Agreements of the Parties

- A. *Transfer of Land.* Genzyme intends to enter into a long-term ground lease with the Massachusetts Turnpike Authority ("MTA") of the Genzyme Parcel, with certain expansion rights to lease the Expansion Parcels, subject to the negotiation of mutually satisfactory detailed lease terms and the approval of the Governor, the board of directors of the MTA and the board of directors of Genzyme Corporation.
- B. *Proposed Construction Start.* Genzyme intends to undertake the proposed redevelopment on an expedited basis, with entry on the Genzyme Parcel for an early construction start for piling and other "fast track" work on or about March 1, 1992, and an all-purpose construction start on or about April 17, 1992.
- C. *Development Review Schedule.* The proposed Genzyme redevelopment is subject to the development review provisions of Article 31 (Development Review Requirements) of the Boston Zoning Code in accordance with the provisions of Article 51 (Allston/Brighton Neighborhood District) of the Code. In undertaking such development review, the BRA shall comply with the schedule as set forth in Exhibit B hereto as it relates to the BRA, subject to the timely receipt of submissions on behalf of Genzyme in accordance with said schedule. The City shall allow Genzyme to commence piling and other "fast track" work prior to completion of the Article 31 process. Genzyme shall use its best efforts to cooperate with the BRA with respect to the development review process. The BRA and Genzyme shall use their best efforts to accelerate the completion of the development review process to April 3, 1992.
- D. *Expedited Review of any PDA or Chapter 121A Application.* Genzyme intends to carry out the redevelopment as a project approved pursuant to the provisions of Chapter 121A of the General Laws. The BRA shall undertake the necessary review process in accordance with the schedule set forth in Exhibit B and so as to allow Genzyme to achieve the early construction start and all-purpose construction start dates described above. Genzyme shall also have the option of applying to carry out all or a part of the Genzyme redevelopment as a Planned Development Area ("PDA"), pursuant to Section 3-1A and applicable provisions of Article 51 of the Boston Zoning Code.
- E. *State, City and BRA Assistance with Regulatory Compliance with other Laws.* The Commonwealth, City and BRA shall assist Genzyme identifying and complying with all applicable rules, regulations, and requirements. The Commonwealth, City and BRA shall publicly support the redevelopment at all hearings and public meetings.

- F. *BRA Further Assistance.* The BRA shall assist Genzyme in preparing filings to be submitted in compliance with the Massachusetts Environmental Policy Act (MEPA). Such assistance shall include, without limitation, assistance in preparation of an Environmental Notification Form (ENF) for the project, consultation in establishing the scope of services for an environmental consultant and provision of data and other material in the preparation of any additional materials required under MEPA. The BRA shall provide further assistance to Genzyme in developing an appropriate site plan and landscape design for the Genzyme Parcel in cooperation with Genzyme's architect. Such assistance shall include the preparation of up to three alternative landscape design schemes for the Genzyme Parcel in conceptual form and preparing schematic design drawings of one of the schemes designated by Genzyme. Genzyme may reject all of the proposed schemes and engage its own landscape architect to prepare designs for the Genzyme Parcel.
- G. *Expedited Review for Other City Approvals.* The City agrees to expedite all municipal permits and approvals with the intention of completing any necessary reviews so as to allow Genzyme to achieve the early construction start and all-purpose construction start dates described above.
- H. *Expedited Review for State-Level Approvals.* The Commonwealth agrees to expedite all state-level permits and approvals with the intention of completing any necessary reviews and approvals so as to allow Genzyme to achieve the early construction start and all-purpose construction start dates as described above.
- I. *Eligibility for PWED, EDA and other Infrastructure Grants.* Genzyme intends to structure the ground lease of the Genzyme Parcel and to take other reasonable steps as shall be necessary to assure eligibility for grant assistance in improving infrastructure on and off the Genzyme Parcel under the Public Works Economic Development Grant ("PWED") grant program administered by Commonwealth's Executive Office of Transportation and Construction, infrastructure grant programs administered by the federal Economic Development Administration ("EDA"), and other available grant programs for infrastructure development. The City shall not assess Genzyme for betterments relating to such infrastructure development or otherwise relating to the redevelopment.
- J. *Assistance with Grant Application.* The public parties shall apply for and use all reasonable efforts to obtain grant assistance for the above-described infrastructure improvements, subject to grant requirements. It is the objective of the public parties to obtain sufficient assistance to build necessary access roads, streets, and curb cuts on and off the Genzyme Parcel to service Genzyme's proposed redevelopment program consistent with the Transportation Access Plan to be approved in the development review process under Article 31, to extend utility lines as necessary onto the Genzyme Parcel to service the proposed redevelopment and to provide site landscaping. It is not anticipated that such infrastructure funds will be available to build parking facilities. Genzyme shall have no responsibility to build or develop streets or roadways outside of the

Genzyme Parcel in connection with the development of the Allston Landing North EDA. Such streets shall be owned and maintained by the City of Boston or, if access ramps, shall be owned and maintained by the MTA.

- K. *Assistance in Obtaining Bond Financing.* The public parties shall assist Genzyme in obtaining bond financing for the proposed redevelopment from the Boston Industrial Development Authority (BIDFA) or the Massachusetts Industrial Finance Authority (MIFA) as necessary or convenient for the carrying out of the Genzyme development. Such assistance shall include planning assistance, assistance in preparing applications, and public support.
- L. *Compliance with Law.* Nothing in this Agreement shall be interpreted as requiring or authorizing any public agency to deviate from its legal responsibilities with respect to any ordinance, rule, regulation, or law.
- M. *Developer/Owner Entity.* It is intended that Genzyme Corporation will organize a limited partnership with a subsidiary corporation as general partner, to be the lessee of the Genzyme Parcel and owner and developer of the improvements on the Genzyme Parcel. References to Genzyme herein shall be deemed to be references to such limited partnership unless the context requires otherwise.
- N. *Appointment of City Ombudsman.* Mayor Flynn has appointed John Connolly, the Mayor's Development Advisor, to serve as the City ombudsman for the Genzyme redevelopment in connection with all City-level reviews, permits, and approvals. It shall be the primary responsibility of the City ombudsman to assure that all City-level reviews occur expeditiously, in a coordinated manner, and in keeping with commitments regarding schedule set forth in this Agreement. Both the BRA and the City agree to extend all reasonable cooperation to the City ombudsman in meeting these responsibilities.
- O. *Appointment of Commonwealth Ombudsman.* Governor Weld will appoint a member of his administration to serve as the Commonwealth ombudsman for the Genzyme redevelopment in connection with all state-level reviews, permits, and approvals. It shall be the primary responsibility of the Commonwealth ombudsman to assure that all state-level reviews occur expeditiously, in a coordinated manner, and in keeping with commitments regarding schedule set forth in this Agreement. The Commonwealth, on behalf of its departments and agencies, agrees to extend all reasonable cooperation to the Commonwealth ombudsman in meeting these responsibilities.

In consideration of the mutual covenants herein contained, the parties agree as aforesaid and have executed this Memorandum of Agreement on December 5, 1991 under seal:

COMMONWEALTH OF MASSACHUSETTS

By: William F. Weld
William F. Weld, Governor

CITY OF BOSTON

By: Raymond L. Flynn
Raymond L. Flynn, Mayor

BOSTON REDEVELOPMENT AUTHORITY

By: Stephen F. Coyle
Stephen F. Coyle, Director

GENZYME CORPORATION

By: Henri Termeer
Henri Termeer, President

Witness: Ann Hershfang
Ann Hershfang,
Massachusetts Turnpike Authority

Section 7: Public Comment

Enclose minutes of any hearings and written comments on the project. You may submit additional evidence, if available.

Attached hereto are the public advertisement of the public hearing which appeared in the Boston Herald on December 13, 1991, a copy of the Memorandum to the Boston Redevelopment Authority Board of Directors seeking authorization to submit the PWED application and a certified copy of the minutes of that meeting and subsequent vote.

PUBLIC HEARING

The Boston Redevelopment Authority hereby gives notice, in accordance with Section 3-1A and 26A-3 of the Boston Zoning Code, that a public hearing will be held on Thursday, December 19, 1991, at 2:00 P.M. in the Board Room of the Authority, Room 900, Boston City Hall, in regard to a proposed application to the Commonwealth of Massachusetts Executive Office of Transportation and Construction through the Public Works Economic Development program. The proposed application will be undertaken in accordance with the 1981 Transportation Bond Act (St. 1981, c. 732) which provides for financial support "associated with a municipal economic development effort which seeks to or will: (a) retain, establish, expand or otherwise revitalize industrial plants or facilities; (b) create or retain long-term economic opportunities; (c) have a positive impact upon the local tax base; (d) leverage high ratio private investment; and; (e) strengthen the partnership between public and private sectors. The proposed application is to be submitted in accordance with the action of the Boston Zoning Commission of the City of Boston, acting under Chapter 665 of the Acts of 1956, as amended, after due report, notice and hearing, amending the Boston Zoning Code by inserting, after Article 50, the following article: Article 51 Allston-Brighton Neighborhood District, with said amendment being effective on November 13, 1991. The purpose of the proposed application is to support the goals set forth in Section 51-22 of the Allston-Brighton Neighborhood District establishing the Allston Landing Economic Development Areas. A fact sheet and a map involved be obtained in the Neighborhood Planning and Zoning Department Office of the Authority, Room 906, City Hall, between 9:00 A.M. and 5:00 P.M. any day except Saturdays, Sundays and legal holidays. BOSTON REDEVELOPMENT AUTHORITY, Kane Simonian, Secretary.

Dec 13

CERTIFICATE OF VOTE

The undersigned hereby certifies as follows:

(1) That he is the duly qualified Secretary of the Boston Redevelopment Authority, hereinafter called the Authority, and the keeper of the records, including the journal of proceedings of the Authority.

(2) That the following is a true and correct copy of a vote as finally adopted at a meeting of the Authority held on December 19, 1991 and duly recorded in this office:

Copies of a memorandum dated December 19, 1991 were distributed entitled "ALLSTON LANDING ECONOMIC DEVELOPMENT AREAS, SECTION 51-22, ALLSTON-BRIGHTON NEIGHBORHOOD DISTRICT", which included a proposed vote. Attached to said memorandum was a draft document entitled "Application For Public Works Economic Development (PWED) Grant" dated December 1991.

Ms. Linda Mongelli-Haar, Assistant Director for Neighborhood Planning and Zoning, addressed the Authority and answered the Members' questions.

No one addressed the Authority in support or opposition to the project.

On motion duly made and seconded, it was unanimously

VOTED: That the Director be authorized to make application to the Executive Office of Transportation and Construction and Department of Public Works of the Commonwealth of Massachusetts for funding through the Public Works Economic Development Program in the amount of \$4,000,000, in order to analyze, design and construct public infrastructure improvements needed to support the development of the Allston Landing Economic Development Area.

The aforementioned memorandum, together with the attachment, is incorporated in the Minutes of this meeting and filed in the Document Book of the Authority as Document No. 5456.

(3) That said meeting was duly convened and held in all respects in accordance with law, and to the extent required by law, due and proper notice of such meeting was given; that a legal quorum was present throughout the meeting and a legally sufficient number of members of the Authority voted in a proper manner and all other requirements and proceeding under law incident to the proper adoption or the passage of said vote have been duly fulfilled, carried out and otherwise observed.

(4) That the document to which this certificate is attached is in substantially the form as that presented to said meeting.

(5) That if an impression of the seal has been affixed below, it constitutes the official seal of the Boston Redevelopment Authority, and this certificate is hereby executed under such official seal.

(6) That Stephen Coyle is the Director of this Authority.

(7) That the undersigned is duly authorized to execute this certificate.

IN WITNESS WHEREOF, the undersigned hereunto has set his hand this Twentieth day of December 1991.

BOSTON REDEVELOPMENT AUTHORITY

By: Karl P. Sullivan
Secretary

MEMORANDUM

TO: BOSTON REDEVELOPMENT AUTHORITY AND
STEPHEN COYLE, DIRECTOR

FROM: LINDA MONGELLI HAAR, ASSISTANT DIRECTOR
NEIGHBORHOOD PLANNING AND ZONING
GERALD KAVANAUGH, DIRECTOR OF INSTITUTIONAL
PLANNING
ERIC SCHMIDT, DIRECTOR OF URBAN DESIGN
EDWARD C. O'DONNELL, DEPUTY DIRECTOR MANAGEMENT
AND OPERATIONS

SUBJECT: ALLSTON LANDING ECONOMIC DEVELOPMENT AREAS
SECTION 51-22, ALLSTON-BRIGHTON NEIGHBORHOOD
DISTRICT

SUMMARY: Request authorization to make application to the Executive Office of Transportation and Construction (EOTC) and Department of Public Works (DPW) of the Commonwealth of Massachusetts for funding through the Public Works Economic Development (PWED) Grant Program in support of planned public improvements to the Allston Landing Economic Development Areas and to conduct a Public Hearing in regards to that proposed application.

On November 12, 1991, Mayor Raymond L. Flynn signed the Boston Zoning Commission's amendment to the Boston Zoning Code establishing Article 51 of the aforesaid Code, the "Allston-Brighton Neighborhood District. Section 51-1 of the "Allston-Brighton Neighborhood District" text contains the Statement of Purpose, Goals and Objectives. Within Section 51-1 is the objective,

"... to encourage economic growth, including manufacturing, commercial and research and development, and encourage the diversification of Boston's and Allston-Brighton's economy, with special emphasis on creating and retaining job opportunities."

Of particular importance is that section of the amendment, Article 51-22, which establishes the Allston Landing Economic Development Areas ("EDA's") within the Allston-Brighton Neighborhood District: the Allston Landing North EDA and the Allston Landing South EDA. The text points out that:

"Allston Landing has uniquely favorable access to the regional transportation network system, with direct truck access from major roads. This access provides a prime location for preserving industrial uses and attracting new manufacturing, commercial and research and development uses, while minimizing impacts upon the adjacent residential community."

Related to the plans contained within Article 51-22, the Authority has advanced the concept for a "Riverfront Research and Development Park", encompassing fifty-one acres of the Allston Landing North subdistrict site. Conceived in close cooperation with the Massachusetts Turnpike Authority, the largest landowner upon the Allston Landing site, the Riverfront Park concept envisions subdividing the site into no more than four development parcels sufficient for the purposes and goals outlined for the Allston Landing EDA's. With the subdivision of the site, new publicly-owned streets, sidewalks and related infrastructure improvements will also result.

In order to further the concept of the Riverfront Park, a comprehensive engineering and feasibility analysis needs to be undertaken. The Turnpike Authority is currently studying improvements to the current entry and egress system upon the site, including upgrading access from Cambridge Street, Storrow Drive and the Allston-Brighton Turnpike ramps. Within the proposed Riverfront Park itself, however, it is necessary both to examine infrastructure needs and to secure a funding source for design and construction.

The Commonwealth of Massachusetts "Public Works Economic Development (PWED) Program" (701 CMR 5.00) originates from the 1981 Transportation Bond Act (St. 1981, c. 732). The purpose of the PWED program is defined by Section 5.04, which states,

"Eligible projects shall include but will not necessary be limited to projects for the design, construction and/or reconstruction of existing and/or newly located public access roads, streets and bridges, curbing, sidewalks, lighting systems, traffic control and service facilities, drainage systems and culverts associated with a municipal economic development effort which seeks to or will:

- a. retain, establish, expand or otherwise revitalize industrial or commercial plants or facilities;
- b. have a positive impact upon the local tax base;

- c. create or retain long-term employment opportunities;
- d. leverage high ratio private investment, and;
- e. strengthen the partnership between public and private sectors."

In order fully to plan, design and construct the infrastructure improvements needed to create Riverfront Park, it is our estimate that \$4,000,000 is required. Through these improvements, the Allston Landing North area can be transformed into a world class research and development site, consistent with the planning goals set forth by the BRA and the community. The commonality of purpose and need among the Allston Landing EDA's, the PWED program and the Riverfront Park plan is clear. Accordingly, authorization is hereby requested for the Director, on behalf of the City of Boston, to make application to EOTC for \$4,000,000 in PWED funds for the analysis, design and construction of public infrastructure improvements at Allston Landing.

An appropriate vote follows:

VOTED: That the Director be authorized to make application to the Executive Office of Transportation and Construction and Department of Public Works of the Commonwealth of Massachusetts for funding through the Public Works Economic Development Program in the amount of \$4,000,000, in order to analyze, design and construct public infrastructure improvements needed to support the development of the Allston Landing Economic Development Area.

Section 8: Economic and Demographic Support Data

(All sources of information compiled by the Boston Redevelopment Authority Policy and Development Staff from publicly available sources, unless otherwise noted.

a) Number of jobs to be retained by local development effort and proposed project:

At full build conditions, it is estimated that approximately four thousand jobs will be created at Riverfront R&D Park.

b) Municipal unemployment rate for the past five year period and compared with the state average.

Unemployment in Boston 1986-1991

	Boston	Massachusetts
1986	4.4%	3.8%
1987	3.2%	3.2%
1988	3.4%	3.3%
1989	3.9%	4.0%
1990	5.5%	6.0%
1991 (Oct.)	8.2%	8.2%

Note: Unemployment rates are not seasonally adjusted. Adjusted rates are not calculated for areas smaller than states.

c) Municipality's employment mix by industry over the past five year period
compared with statewide mix.

City of Boston Employment & Percent Composition by Industry, 1986-1990*

Industry (SIC)	E M P L O Y M E N T					C O M P O S I T I O N				
	1986	1987	1988	1989	1990	1986	1987	1988	1989	1990
Agri./Mining	1,236	1,327	1,396	1,264	1,150	0.20%	0.21%	0.22%	0.20%	0.19%
Construction	14,603	15,655	15,845	15,297	12,467	2.36%	2.47%	2.48%	2.44%	2.04%
Manufacturing	39,639	37,664	34,817	33,177	32,113	6.41%	5.95%	5.44%	5.29%	5.26%
Trans./Comm./Pub. Util.	36,308	36,574	37,562	35,669	36,144	5.87%	5.78%	5.87%	5.69%	5.92%
Wholesale Trade	26,259	25,730	23,499	22,153	19,381	4.24%	4.07%	3.67%	3.53%	3.18%
Retail Trade	64,814	63,564	62,293	62,776	60,922	10.47%	10.05%	9.74%	10.02%	9.99%
Finance/Ins./R. E.	90,102	95,330	95,972	90,170	86,506	14.56%	15.07%	15.01%	14.39%	14.18%
Banking (60,61)	27,883	27,371	27,731	26,221	22,762	4.51%	4.33%	4.34%	4.18%	3.73%
Securities (62)	14,456	18,729	19,539	20,230	21,360	2.34%	2.96%	3.05%	3.23%	3.50%
Insurance (63,64)	33,310	32,494	31,160	29,692	29,085	5.38%	5.14%	4.87%	4.74%	4.77%
R. E. /Other (65,66,67)	14,454	16,737	17,543	14,028	13,299	2.34%	2.65%	2.74%	2.24%	2.18%
Services	245,648	252,250	260,252	259,735	254,889	39.70%	39.87%	40.69%	41.44%	41.78%
Hotel (70)	10,904	11,782	12,301	13,090	13,084	1.76%	1.86%	1.92%	2.09%	2.14%
Health (80)	70,975	72,209	74,537	75,414	76,524	11.47%	11.41%	11.65%	12.03%	12.54%
Educational (82)	29,352	29,449	30,316	30,343	30,595	4.74%	4.65%	4.74%	4.84%	5.01%
Cultural (78,79,84)	7,654	7,724	9,400	10,695	9,400	1.24%	1.22%	1.47%	1.71%	1.54%
Soc./Non-prof. (83,86)	22,002	21,426	22,695	22,872	23,209	3.56%	3.39%	3.55%	3.65%	3.80%
Professional (73,81,87,89)	91,860	96,900	98,190	94,743	90,498	14.85%	15.32%	15.35%	15.12%	14.83%
Personal (72,75,76,88)	12,901	12,759	12,812	12,578	11,395	2.08%	2.02%	2.06%	2.01%	1.87%
Government	100,170	104,559	107,963	106,480	106,554	16.19%	16.53%	16.88%	16.99%	17.46%
Total	618,780	632,652	639,599	626,721	610,126	100.00%	100.00%	100.00%	100.00%	100.00%

*1990 is estimated based on the ES-202 data from Massachusetts Department of Employment and Training.

Source: U.S. Department of Commerce, Economic and Statistics Administration, Bureau of Economic Analysis.

Industry (SIC)

Industry (SIC)	1986	1987	1988	1989	1990	1986	1987	1988	1989	1990
gr./Mining	31,684	34,424	35,845	34,339	32,457	0.89%	0.94%	0.95%	0.92%	0.89%
Construction	178,332	199,262	210,574	195,388	171,855	4.99%	5.42%	5.59%	5.22%	4.73%
Manufacturing	633,732	613,085	600,279	575,642	536,281	17.73%	16.67%	15.93%	15.38%	14.76%
Rails/Comm./Pub. Util.	140,840	146,467	151,189	144,562	146,700	3.94%	3.98%	4.01%	3.86%	4.04%
Wholesale Trade	178,273	192,280	197,562	201,357	190,642	4.99%	5.23%	5.24%	5.38%	5.25%
Retail Trade	599,257	606,526	615,831	619,625	587,438	16.77%	16.49%	16.35%	16.55%	16.17%
Insurance/Ins./& E.	279,796	301,727	309,761	301,441	297,185	7.83%	8.20%	8.22%	8.05%	8.18%
Banking SIC: 60,61	76,471	81,070	82,534	81,364	77,470	2.14%	2.20%	2.19%	2.17%	2.13%
Securities 62	16,585	20,669	22,063	22,362	23,851	0.46%	0.56%	0.59%	0.60%	0.66%
Insurance (63,64)	81,014	83,992	86,712	86,313	85,957	2.27%	2.28%	2.30%	2.31%	2.37%
K. E. /Other (65,66,6)	105,726	115,996	118,452	111,402	109,907	2.96%	3.15%	3.14%	2.98%	3.03%
Services	1,099,950	1,141,220	1,191,103	1,219,471	1,223,701	30.77%	31.02%	31.62%	32.57%	33.69%
Hotel (70)	34,720	36,752	38,640	39,899	37,957	0.97%	1.00%	1.03%	1.07%	1.04%
Health (80)	269,323	277,047	285,537	297,588	308,525	7.54%	7.53%	7.58%	7.96%	8.49%
Educational (82)	134,603	132,943	138,088	142,462	143,671	3.77%	3.61%	3.67%	3.81%	3.96%
Cultural (78,79,84)	46,133	47,383	60,491	66,277	67,941	1.29%	1.29%	1.61%	1.77%	1.87%
Soc./Non-prof. (83,86)	101,112	108,275	116,280	121,659	125,305	2.36%	2.94%	3.09%	3.25%	3.45%
Professional (73,81,8)	370,181	393,368	410,364	413,683	407,393	10.36%	10.69%	10.89%	11.05%	11.21%
Personal (72,75,76,88)	143,878	145,452	141,703	137,503	132,909	4.03%	3.95%	3.76%	3.67%	3.66%
Government	432,388	443,783	455,130	452,046	446,343	12.10%	12.06%	12.08%	12.07%	12.29%
Total	3,574,252	3,678,774	3,767,274	3,743,873	3,632,602	100.00%	100.00%	100.00%	100.00%	100.00%

d) Equalized property value per capita data

Fiscal year 1991 taxable equalized value: \$36,358,759,172

1990 population (U.S. census): 574,283

Tax base per capita: \$36,312

e) General local tax data

Fiscal year 1991 (last year certified)

Property tax rates: commercial = \$ 25.09/\$1,000

residential = \$ 8.93/\$1,000

residential homeowner exemption = \$323.28

Fiscal year 1992 tax levy as yield (FY92 budgeted)

Property tax (gross) \$580,472,393

Motor Vehicle 19,500,000

Hotel/Motel 14,400,000

Jet Fuel 13,400,000

Condo excise 250,000

Chapter 121A total 40,000,000

f) Average annual wage for all categories of jobs which are to be created or retained as direct result of the overall economic development effort being assisted by proposed project.

Future development plans for Riverfront Research and Development Park call for the creation of four parcels, each encompassing approximately ten acres. Using the recently announced decision by the Genzyme Corporation to locate its manufacturing facility upon the site, a likely scenario emerges for the first phase of Riverfront Research and Development Park at full build conditions:

<u>Function</u>	<u>Size</u>	<u>Employment</u>
Manufacturing	180,000 s.f.	360 (500 s.f./job)
Headquarters	125,000 s.f.	500 (250 s.f./job)
R&D	<u>40,000 s.f.</u>	<u>140</u> (285 s.f./job)
Total	345,000 s.f.	1,000

It is a point worth remembering in forming a hypothesis on future job creation, that the manufacturing operations of these typical facilities will generally operate on a three shift, three hundred sixty-five day basis.

Using the first phase plan as the key to estimating future job creation at full build conditions, it is estimated that approximately four thousand jobs will result, according to the following breakdown.

Manufacturing	1,440
Headquarters	2,000
R&D	<u>560</u>
	4,000

Of the four thousand jobs to be created and/or retained at Riverfront Research and Development Park, it is further estimated that the following wage levels will result:

<u>Type</u>	<u>Number</u>	<u>Average Annual Wage</u>
Retained/relocated jobs	800	\$40,036
Non-degree manufacturing	864	22,235
New administrative and support jobs	420	19,000
Other new jobs approximately	<u>1,916</u>	40,036
Mixed as retained jobs	4,000	

All of the wage estimates are made in 1990 dollars. These wage estimates originate from the 1987 Boston Metro "Area Wage Survey", published by the United States Bureau of Labor Statistics and inflated to 1990 price levels, according to the Boston Consumer Price Index.

g) Number and type of jobs of temporary construction job to be created by proposed project.

Again, using the initial phase of Riverfront Research and Development Park (345,000 s.f.) as a means of estimated future construction by the private sector and public sector construction of roads, sidewalks and related infrastructure, the following scenario emerges for temporary construction jobs:

Facility Size and Costs

<u>Function</u>	<u>Size</u>	<u>Construction Costs</u>
Manufacturing	720,000 s.f.	\$720,000,000 (500 s.f./job)
Headquarters	500,000 s.f.	54,000,000 (250 s.f./job)
R&D	160,000 s.f.	40,000,000 (285 s.f./job)
Infrastructure (streets, (sidewalks, etc.)	<u> </u>	<u>3,200,000</u>
Total		\$817,200,000

Estimates are derived from both R.S. Means Square Foot Costs, 1991 and empirical data provided by the Genzyme Corporation. Furthermore, it can be reasonably estimated that soft costs would equal approximately forty-five percent of hard costs, bringing total development costs of full build conditions and full scale operations at Riverfront Research and Development Park to over \$1.1 billion.

Hard construction costs of approximately \$817,000 would, therefore, imply construction firm wage costs over \$204,000,000 in construction wages, arising from approximately eleven hundred full time equivalent construction jobs at a 1989 average wage of \$35,439, as reported by the Massachusetts Department of Employment and Training. It is reasonable to expect that construction jobs will probably be approximately distributed accordingly to the General Contracting Industry occupational profile, a copy of which is attached hereto.

Percent

RECOVER	DRI6015P	DETECTIVE	INDUSTRY	CODELINE	HARDWARE	EPR90	EMR80CT	EMR700	EMP200CCT	EMERSONITE	ENGINEERING	CODITITLE
2	0	1	0	10000001	422030	3361	0.153	43851	0.166	1.240	1.240	649 Executive, administrative, and managerial occupations
13	0	1	0	20110101	422030	3380	0.147	43624	0.165	1.287	1.287	9734 Professional specialty occupations
63	0	1	0	35000020	422030	17012	0.074	21327	0.081	1.254	1.254	4315 Technicians and related support occupations
68	0	1	0	40000021	422030	11432	0.050	15367	0.050	1.342	1.342	3915 Marketing and sales occupations
70	0	1	0	50000035	422030	44902	0.176	42425	0.160	1.048	1.048	1933 Administrative support occupations, including clerical
119	0	1	0	60000001	422030	7591	0.033	8462	0.032	1.103	1.103	431 Service occupations
119	0	1	0	70010501	422030	1616	0.007	1370	0.007	1.219	1.219	338 Agriculture, forestry, fishing, and related occupations
129	0	1	0	80040504	422030	29034	0.126	22791	0.124	1.130	1.130	3765 Precision production, craft, and repair occupations
136	0	1	0	90000765	422030	54052	0.234	54655	0.207	1.011	1.011	663 Operations, fabricators, and laborers

OCCUPATIONAL COMPOSITION OF U. S. NON-RESIDENTIAL BUILDING INDUSTRY, 1988 (Percent)

records# emp88pct occtitle

1	1.000	Total, all occupation
2	0.146	Executive, administrative, and managerial occupations
3	0.113	Managerial and administrative occupations
4	0.013	Financial managers
10	0.050	Construction managers
11	0.042	General managers and top executives
13	0.016	Professional specialty occupations
14	0.032	Management support occupations
19	0.025	Cost estimators
61	0.096	Administrative support occupations, including clerical
66	0.036	Secretaries
67	0.036	Secretaries, except legal and medical
68	0.037	Secretaries, stenographers, and typists
76	0.028	Bookkeeping, accounting, and auditing clerks
79	0.017	General office clerks
80	0.031	Financial records processing occupations
101	0.020	Other clerical and administrative support workers
117	0.466	Precision production, craft, and repair occupations
118	0.075	Blue collar worker supervisors
120	0.028	Mechanics, installers, and repairers
121	0.024	Machinery and related mechanics, installers, and repairers
124	0.019	Maintenance repairers, general utility
140	0.355	Construction trades
142	0.227	Carpenters
146	0.024	Bricklayers and stone masons
147	0.023	Concrete and terrazzo finishers
149	0.031	Structural and reinforcing metal workers
150	0.013	Painters and paperhangers, construction and maintenance
151	0.013	Plumbers, pipefitters, and steamfitters
169	0.260	Operators, fabricators, and laborers
187	0.035	Transportation and material moving machine and vehicle operators
188	0.014	Truck drivers light and heavy
189	0.014	Motor vehicle operators
190	0.014	Truck drivers
194	0.020	Material moving equipment operators
201	0.014	Operating engineers
202	0.218	Helpers, laborers, and material movers, hand
203	0.139	Helpers, construction trades
206	0.078	All other helpers, laborers, and material movers, hand

OCCUPATIONAL COMPOSITION OF U. S. STREET & HIGHWAY BUILDING INDUSTRY, 1968 (Percent)

Records	esp88pct	occtitle
1	1.000	Total, all occupation
2	0.094	Executive, administrative, and managerial occupations
3	0.072	Managerial and administrative occupations
10	0.027	Construction managers
11	0.024	General managers and top executives
14	0.022	Management support occupations
19	0.018	Cost estimators
54	0.066	Administrative support occupations, including clerical
57	0.017	Secretaries
58	0.017	Secretaries, except legal and medical
59	0.018	Secretaries, stenographers, and typists
67	0.017	Bookkeeping, accounting, and auditing clerks
70	0.013	General office clerks
71	0.022	Financial records processing occupations
92	0.016	Other clerical and administrative support workers
108	0.297	Precision production, craft, and repair occupations
109	0.059	Blue collar worker supervisors
111	0.050	Mechanics, installers, and repairers
112	0.018	Machinery and related mechanics, installers, and repairers
115	0.015	Maintenance repairers, general utility
116	0.030	Vehicle and mobile equipment mechanics and repairers
119	0.024	Mobile heavy equipment mechanics
128	0.180	Construction trades
129	0.021	Carpenters
133	0.025	Concrete and terrazzo finishers
137	0.013	Pipelayers and pipelaying fitters
138	0.088	Paving, surfacing, and tamping equipment operators
141	0.019	All other construction trades workers
152	0.522	Operators, fabricators, and laborers
169	0.292	Transportation and material moving machine and vehicle operators
170	0.118	Truck drivers light and heavy
171	0.120	Motor vehicle operators
172	0.118	Truck drivers
176	0.172	Material moving equipment operators
178	0.029	Excavation and loading machine operators
179	0.065	Grader, dozer, and scraper operators
183	0.067	Operating engineers
184	0.218	Helpers, laborers, and material movers, hand
185	0.034	Helpers, construction trades
188	0.182	All other helpers, laborers, and material movers, hand



MASSACHUSETTS TURNPIKE AUTHORITY

State Transportation Building, 10 Park Plaza, Suite 5170, Boston, MA 02116

(617) 248-2800 fax (617) 523-0729

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December 11, 1991

R. McKINNON
Chairman

The Honorable Raymond L. Flynn
Mayor of Boston
City Hall
Boston, MA 02201

M. HERSHIFANG
e-Chairwoman

J. CURLEY, JR.
Board Member

Dear Mayor Flynn:

Thank you for your letter regarding Genzyme Corporation locating on MassPike property at Allston Landing. The Authority voted yesterday to execute a lease with Genzyme, subject to the approval of the Governor. We also authorized the expenditure of funds to undertake traffic studies necessary to relocate turnpike ramps, facilitating access to the site and Allston-Brighton section of Boston. In addition, we authorized the expenditure of funds for an urban design consultant to help us establish our master plan and design guidelines for the Allston Landing North area.

We remain committed to deploying MassPike resources in ways which further economic development for communities throughout the state, and I want to convey to you, on behalf of the entire Board, our enthusiasm for this project. We look forward to working with you and your staff as work progresses.

Sincerely,

Allan R. McKinnon
Chairman

cc: S. Coyle, BRA
R. Dimino, Transportation Dept.
J. Connelly, Mayor's Office



COMMONWEALTH OF MASSACHUSETTS
MASSACHUSETTS SENATE
STATE HOUSE, BOSTON 02133

SENATOR
MICHAEL J. BARRETT
MIDDLESEX AND SUFFOLK
DISTRICT
ROOM 405
TEL. 722 1280

November 6, 1991

Raymond Flynn
Mayor, City of Boston
Boston City Hall
One City Hall Square
Boston, Massachusetts 02201

Dear Mayor Flynn,

I am writing you to express my strong support for the prospective relocation of the Genzyme Corporation to Allston Landing in Boston. I encourage you to continue your efforts to attract this biotechnology leader to our city.

Boston, as you know, is a prominent national center of medical research. Further, it is home to the most impressive cluster of educational institutions in the country. Our labor force is among the most educated in the United States, well prepared for the new wave of technology and biotechnology that will be at the forefront of the job market over the next decade. Boston, then, is a perfect match for a company like Genzyme.

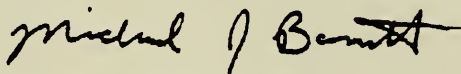
Indeed, Boston must increase its efforts to bring biotechnology companies within its borders. The city benefits by increasing job opportunities both in manufacturing and in cutting edge research. Biotechnology benefits by the unique range of talent and resources to be found here. We have here that gratifying situation so rare in life: one where everybody wins.

Genzyme can play a major role in this effort. As a leader in the industry, Genzyme serves as a model for other companies as they start up or expand. And Allston Landing provides an accessible and convenient site on which Genzyme can build and grow. Certainly the community sees many potential benefits from the proposed relocation and looks with great anticipation to the process of bringing

Genzyme to Allston. I, too, look forward to working with you, Genzyme, and the neighborhood to bring the best of all worlds to Boston.

I sincerely hope that Genzyme will locate its new facility in Boston. If I can be of any assistance in this matter, please feel free to call on me. I thank you for your time and for your efforts, those already undertaken and those to come.

Sincerely,

A handwritten signature in dark ink, appearing to read "Michael J. Barrett". The signature is fluid and cursive, with a long horizontal stroke extending from the end of the name.

Michael J. Barrett
State Senator
Middlesex and Suffolk District



The Commonwealth of Massachusetts

House of Representatives

STATE HOUSE, BOSTON 02133

KEVIN G. HONAN
REPRESENTATIVE
18TH SUFFOLK DISTRICT
60 GORDON STREET
ALLSTON MA 02134

Committees
Health Care, Vice Chairman
Human Services and Elderly Affairs
Ethics

November 5, 1991

ROOM 130 STATE HOUSE
TEL. (617) 722-2130

Mayor Raymond L. Flynn
Boston City Hall
One City Hall Plaza
Boston, MA 02215

Dear Mayor Flynn:

I am writing to you to voice my support for the Genzyme Corporation locating its new facility in Allston Landing.

The Allston Landing site would be an ideal location for the Genzyme Corporation. The new facility would improve the location by utilizing an area which is now neglected. More importantly, the new facility would create work opportunities at a time when even the most skilled workers of the Commonwealth are having trouble finding employment. Building the new facility would create a need for workers in a variety of fields from construction workers during the building process to scientists when the facility is completed.

Genzyme has proven itself to be a leader in the rapidly growing field of biotechnology. Allston Landing has ample space for Genzyme to expand its facility to meet the needs required to maintain its position. Furthermore, the City of Boston, with its reputation for providing the highest quality of medical care and research, would be an ideal location to expand this important field.

Once again I wish to express my hope that Genzyme locate its new facility in Boston. If I can assist you on this or any other matter, please do not hesitate to contact me. Thank you for your time.

Sincerely,

A handwritten signature in dark ink, appearing to read "Kevin G. Honan".

Kevin G. Honan
State Representative



Boston City Council

NEW CITY HALL
ONE CITY HALL SQUARE
BOSTON, MASSACHUSETTS 02201

MICHAEL J. MCCORMACK

725-3115

November 1, 1991

Hon. Raymond L. Flynn
Mayor of Boston
Boston City Hall
Boston, MA 02201

Dear Mayor Flynn:

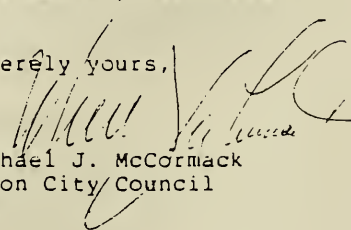
I am writing to express my support for the prospective relocation of Genzyme Corporation to Allston Landing.

As you know, Boston is currently a leading center of medical research. Our educational institutions produce a skilled labor force that is well prepared for employment opportunities in the field of medical research. Our hospital and medical schools engage in more medical research activity than any other city in the country.

Over the next decade, Boston will increase its efforts in this industry in order to continue to provide adequate employment opportunities for its residents. Efforts to increase the city's critical mass of biotechnology should also take place to further increase job opportunities in both research and biotechnology manufacturing for Boston residents. Genzyme can play a major role in this effort. With its presence in Boston as a leader in biotechnology, other biotech companies will follow its lead, and desire to be in Boston. I sincerely hope that Genzyme will locate its new facility in Boston.

If I can be of any assistance in this matter, feel free to call on me.

Sincerely yours,


Michael J. McCormack
Boston City Council



Boston City Council

Brian J. McLaughlin
District 9
725-3113

November 13, 1991

The Honorable Raymond L. Flynn
Mayor of Boston
One City Hall Square
Boston, MA 02201

Dear Mayor Flynn:

I am writing to wholeheartedly support the possible relocation of the Genzyme Corporation to Allston Landing.

As the District City Councillor representing this area, I am extremely pleased about this prospect. Allston is a wonderful community with a rich culture and diversity. It is also very accessible. Allston Landing, in particular, is a great site, adjacent to the Charles River. This location has long been a source of concern for many nearby residents who wanted to ensure that any use of this property should be beneficial and conducive to the neighborhood. I believe the wishes of the community would be met by locating Genzyme at this site.

Boston is renowned for its medical facilities and for the quality of the people employed at these institutions. The City should increase its efforts in the field of biotechnology thereby providing more job opportunities and research activity.

Genzyme can be a leader in this effort and attract other companies as well. I hope that Genzyme Corporation will decide to locate its company at Allston Landing.

As the District City Councillor, I would be happy to provide any assistance to and/or meet with the representatives of Genzyme. Please do not hesitate to call me at 725-3113.

Sincerely,

Brian McLaughlin
City Councillor

cc: Stephen Coyle, Director, B.R.A

BMcL/eo

HARVARD UNIVERSITY
GRADUATE SCHOOL OF BUSINESS ADMINISTRATION
GEORGE F. BAKER FOUNDATION

H. MCARTHUR

SOLDIERS FIELD
BOSTON, MASSACHUSETTS 02103

November 5, 1991

Mayor Raymond L. Flynn
Mayor's Office, 5th Floor
Boston City Hall
Boston, MA 02108

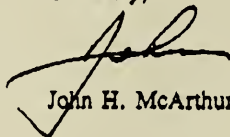
Dear Ray:

I am writing to offer my help and to encourage you in your important efforts to attract the Genzyme Corporation to be our neighbor in Allston Landing. Genzyme would be an important element in your effort to encourage the biomedical industry to bloom in Boston.

I know very well from my roles at both Harvard and the Brigham and Women's Hospital about the importance you place upon our capturing a significant piece of this emerging contemporary industry for Boston. It is an industry that can provide many fine and new opportunities for the people in this community, both directly and indirectly. For this to happen, of course, requires that many things be put in place. This is what you have emphasized with all of us from the beginning. The teaching hospitals, their medical research ventures, the universities more broadly, our financial institutions, the receiving communities, and so many other things all have to be brought along. This is your vision, and program. Genzyme is an outstanding pioneer in this emerging industry, and represents just the kind of company we need in the web of partnering institutions you and your people have been encouraging.

I hope it works out. If I or others at Harvard Business School can be of assistance in this matter, feel free to call on me. Genzyme represents an important opportunity for all of us. Thanks and best wishes.

Sincerely,



John H. McArthur

L. DOYLE
S. ZECKHAUSER J

RECEIVED NOV - 7 1991

**GUEST
QUARTERS**
SUITE HOTEL

BOSTON/CAMBRIDGE

October 31, 1991

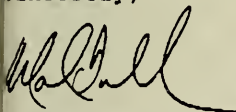
The Honorable Mayor Raymond L. Flynn
Mayor of the City of Boston
Boston City Hall
Boston, MA 02201

Dear Mayor Flynn:

The possibility of Genzyme locating at the Allston Landing site
is most desirable.

People that I have spoken with both in the Allston/Brighton
Community and our own employees agree that this would greatly
benefit our community. I know that you have been working hard to
bring the Genzyme facility to the Allston Landing and want you to
know that we appreciate and support your efforts.

Sincerely,



Mark Fallon
General Manager

MF/lm

400 Soldiers Field Road
Boston, MA 02134
(617) 783-0090

For nationwide reservations call (800) 424-2900

Building and Construction Trades Council of the Metropolitan District

AFFILIATED TO THE

BUILDING AND CONSTRUCTION TRADES DEPARTMENT

A.F.L.C.I.O

TERRITORIAL JURISDICTION

Arlington, Boston, Belmont, Brookline, Burlington, Cambridge, Canton, Chelsea, Dedham, Everett, Malden, Medford, Melrose, Milton, Norwood, Reading, Revere, Somerville, Stoneham, Wakefield, Westwood, Winthrop, Winchester, Woburn, and the Islands of Boston Harbor

643 MORRISSEY BOULEVARD
SUITE 2
BOSTON, MA 02122-3520

November 4, 1991

Mr. Henri A. Termeer, Chairman
The Genzyme Corporation
One Kendall Square
Cambridge, MA 02142

Dear Mr. Termeer:

The Boston Building and Construction Trades Council has watched with great interest the Genzyme Corporation's review process for locating its new manufacturing facility. We take particular interest in the site being offered to Genzyme at Allston Landing and we wish to publicly add our support to your decision to locate in Boston.

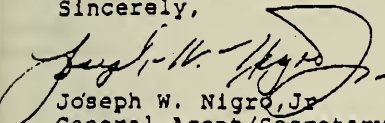
Those of us in the labor movement recognize the critical role that biotechnology industry can play in Boston's continued economic growth and in the state's economic recovery, and labor is justifiable proud of our contributions to that standing. Our highly skilled, well experienced labor force is responsible for such complex and precise work as the 650,000 square feet of research space occupied by the Massachusetts General Hospital in Charlestown. Today the same labor force is hard at work on similar projects at Olmsted Plaza, Brigham and Women's Hospital and the Shriners Burn Center. Here in Boston, we have the skills and the experience to build biotechnology and biomedical facilities right and to build them right the first time. No other labor force in the world can compete with that of Boston in this area.

Those of us in the labor movement recognize that the job of economic growth and economic recovery involves everyone. Our members are now consistently bidding at thirty percent below engineers' estimates in order to keep our work force on the job. When the owners of the Boston Garden sought to negotiate an agreement with labor in order to keep that vital redevelopment project on track, we provided guarantees of a steady, uninterrupted work force and cost containment.

page 2
Mr. Termeer

The Boston Building and Construction Trades Council looks forward to welcoming Genzyme to Allston Landing. We look forward to working with you on your new facility.

Sincerely,



Joseph W. Nigro, Jr.
General Agent/Secretary Treasurer
Boston Building Trades Council

Massachusetts Building Trades Council

NINE PARK STREET • 5th FLOOR • BOSTON, MA 02108 • 617 / 742-7570 • FAX 617 / 742-0985

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ASSISTANT DIRECTOR
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AD REPRESENTATIVE
JOSEPH A. DART



November 4, 1991

Mr. Henri A. Termeer, Chairman
Genzyme Corporation
One Kendall Square
Cambridge, MA 02142

RE: Riverfront Research Development Park
Allston Landing
Boston, Massachusetts

Dear Mr. Termeer:

On behalf of the Massachusetts Building Trades Council, I wish to add our strong voice of support to the Allston Landing site as the future home of the Genzyme Corporation. The many advantages to the site-visibility, access to transportation, proximity to other parts of the industry - are well known to us all. As Genzyme is dependent upon the intelligence, creativity and diligence of its work force, the members of the Massachusetts Building Trades Council and its affiliated organizations will offer similar skills in the construction of this new manufacturing facility.

There are undoubtedly many factors being weighed by Genzyme in its decision, not the least of which is the assurance that this highly complex facility will be built by experienced and skilled workers. The quality of work performed during the construction phase will become one of the defining factors in the facility's efficiency and cost effectiveness during the operational phase. It is the labor force that will come to Allston Landing which can demonstrate the experience and skills needed by Genzyme.

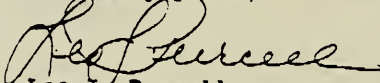
In order to be an equal partner in the future of our economy, labor has demonstrated time and again its ability and its willingness to make a contribution towards the common goal of

Building Our Communities the Union Way



stability and growth. We would be eager to provide Genzyme with the type of forward thinking and effective relationship needed to make the Allston Landing site a reality.

Sincerely yours,

A handwritten signature in dark ink, appearing to read "Leo J. Purcell", written in a cursive style.

Leo J. Purcell
President

LJP/jd

GREATER BOSTON LABOR COUNCIL, AFL-CIO

JAMES L. FARMER
PRESIDENT

EDWARD BURKE, JR.
VICE-PRESIDENT

JOSEPH W. JOYCE
EXECUTIVE SECRETARY-TREASURER

JOHN BERGLUND
THOMAS BRODERICK
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25 COLGATE ROAD
ROSLINDALE, MA 02131
Telephone: (617) 524-2717
Fax (617) 524-2623

Auditors
JOSEPH NEVINS

JOHN F. ONEILL

RICHARD GUINNEY

75

November 1, 1991

Mr. Henri A. Termeer
Genzyme Corporation
One Kendall Square
Cambridge, MA 02142

Re: Allston Landing

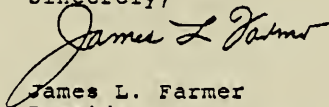
Dear Mr. Termeer:

The Greater Boston Labor Council wishes to add its voice of support towards the Genzyme Corporation's decision to locate its new facility at Allston Landing. The advantages of locating in Boston are many; our work force is ready, willing and able to assist you. The construction of biotechnology facilities is not new to us in Boston and our members possess the skills, the experience and the motivation to build on a timely and cost effective basis.

Genzyme's decision to locate to Allston Landing will send a clear signal throughout the nation that Boston is willing and ready to work. We are ready to again provide the leadership needed to place our economy on firm ground for the remainder of this century and into the next century. Those of us in organized labor will play our part in this effort by competing successfully with other labor forces to bring Genzyme to Allston Landing.

We look forward to working with you.

Sincerely,



James L. Farmer
President
Greater Boston Labor Council,
AFL/CIO

JLF:pvg

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NEIGHBORHOOD FINDS ALLSTON LANDING PLAN PALATABLE

*The Welcome Wagon
is out for possible
Genzyme deal*

BBJ, 9.23.91

by JOE CLEMENTS
JOURNAL STAFF

A mile or so west of Fenway Park, where the Red Sox are unexpectedly battling for a division title, Boston Redevelopment Authority (BRA) director Stephen



Coyle: A miracle

Coyle is pursuing an impossible dream of his own. Coyle is trying to persuade Cambridge-based Genzyme Corp. to locate its \$75 million manufacturing plant on a 9.4-acre swath of riverfront property known as Allston Landing that currently serves as a truck trailer parking lot.

Courting the biotech giant has not been easy. Genzyme's demanding leader, Henri Termeer, has adeptly played Allston against sites in Worcester and out of state, using that edge to avoid requirements such as job guarantees for locals. Thus far, the city's cooperation appears to be working: Many say Allston Landing is a front-runner for the economic plumb.

But if Coyle succeeds, the greater coup will be winning over, not Genzyme, but the neighborhood. For decades, residents have thwarted numerous proposals for Allston Landing, plans as diverse as the John F. Kennedy Library, a satellite parking area for Logan International Airport and a convention center. Time and again, they have made it clear that the neighborhood should determine Allston Landing's fate.

Yet the latest twist appears to have solid local backing, even though it was engineered downtown. Boston City Councilor Brian McLaughlin (Allston-Brighton), who once called the BRA and other planners "vultures hovering over this parcel," is now indicating he will back the Genzyme initiative.

"I think it is somewhat ambitious, but at the same time a very positive plan," McLaughlin said. "I need to see more input from the neighborhood, but right now it sounds promising."

Given the parcel's history, Coyle said he has been pleasantly surprised by the reaction from McLaughlin and others. At a

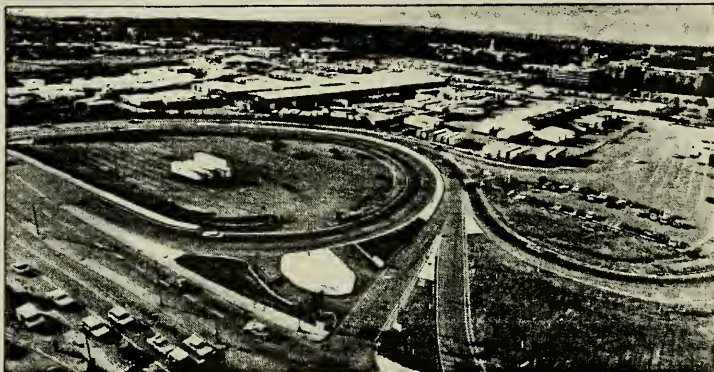


photo by Stuart Garfield

Failed ideas for Allston Landing have included the Kennedy Library and a convention center.

meeting earlier this month with community activists and local business groups, the BRA chief said he received unprecedented support for the idea.

"It's a miracle, isn't it?" he marveled later. "A miracle."

Coyle attributed the turnaround to the plan's ability to meet the neighborhood's goals. The Planning and Zoning Advisory Committee (PZAC)—which has been rezoning Allston-Brighton in a just-completed four-year process—reserved Allston Landing for a use consistent with biotechnology, Coyle said.

The economic downturn has also played a role, he said, adding that the prospect of better-paying jobs common in the biotech industry makes such a use especially attractive. Genzyme's 80,000-square-foot manufacturing plant is expected to initially generate about 100 jobs, with estimates that as many as 800 positions could ultimately be created there.

"We've had an incredible response, and I think it goes to the fact that [residents] see this as a result of their own planning efforts, and because people want to ensure that their children have good-paying jobs available to them," Coyle said. "They see this as a good fit."

McLaughlin agreed on both points. Not only is biotech considered a "clean industry," he said, employment has become a big concern in Allston-Brighton. The councilor said his office has received numerous calls from constituents asking for help finding jobs.

"I've had a multifold increase of people looking for work," McLaughlin said. "There's always a steady flow of that, but it has really increased in the last several months . . . and I think that shows the need for something like [Genzyme]."

Coyle said Genzyme's popularity has made it difficult to demand job guarantees, adding, "This won't be an exercise where one or two people hold the investor hostage." But he pledged that Allston-Brighton residents will benefit from job-training programs that give them the qualifications to work in biotech. A similar approach has helped Charlestown residents seeking research jobs at the former navy yard there, he said.

"We're going to make certain we can offer Genzyme the best-trained work force possible, and that's going to be our own kids," he said. "If we make certain our kids can compete, they'll do well."

Allston Civic Association (ACA) president Gus O'Brien agreed that Genzyme could be a boost to the local economy. But O'Brien declined to comment on the overall proposal because he had not yet heard all the details, and he expressed some frustration that Coyle did not approach residents earlier.

"There seems to have been an awful lot of work done on Allston Landing without

any input from the community," O'Brien said. "I feel we should have known about it from Day One."

Coyle defended his timetable, saying it was not until recently that Allston Landing was "moved to another level." When that occurred, a meeting was immediately set up with community leaders, he said.

Others backed the city on the notification process, including McLaughlin and PZAC chairman Raymond Mellone, a former ACA president. Coyle also denied rumors that Massachusetts Turnpike Authority (MTA) officials were upset because they were kept in the dark on the plan. The MTA owns the property in question, currently a parking lot for truck trailers.

One MTA source told the Boston Business Journal that Coyle had "stepped on some toes" at the authority by not including them in early discussions, but Coyle insisted that he met with top turnpike officials early on and has kept them apprised. At this point, Coyle said, he has "the full support of everyone."

MTA chairman Allan McKinnon released a brief response, stating, "We look forward to our senior staff having a full and complete briefing from the city and the company on this issue. We expect to work closely with the city, the Allston-Brighton neighborhoods and the secretary of transportation to determine what is right for that site."

Coyle certainly has the backing of other landholders in the area. General manager Mark Fallon said the Guest Quarters Suite Hotel, adjacent to the site, would benefit from new business by simply having people frequent the area, which is now devoid of pedestrians. And the Beal Cos., owner of the former Sears warehouse nearby, considers the Genzyme plan a "fabulous idea," said president Bruce Beal.

"It would be an enormous boost to the whole river frontage there," Beal said. In fact, the Beal Cos. is studying whether its 10-acre site could accommodate another biotech concern.

Coyle said he expects spin-off companies would find Allston Landing attractive once an anchor such as Genzyme locates there. Although its configurations are vague—and the Genzyme parcel is its most identifiable part—the Allston Landing area actually includes about 80 acres. Besides the MTA land, Beal's site is considered part of the landing, as is the massive Conrail freight yards on the other side of Cambridge Street.

As for Genzyme itself, spokeswoman Donna Lavoie said a decision will be made by year's end (some believe it could occur as early as next month) on where the company will invest. She did deny earlier reports that Genzyme would move its corporate headquarters from Kendall Square to the site, as well as add a research-and-development wing in the future.

"The BRA is proposing we have our headquarters there, but Genzyme is not looking at that right now," she said. □



Artist's rendition of Genzyme's headquarters, with manufacturing facility and Guest Quarters at far left.

Boston woos Genzyme Corp.

By Ronald Rosenberg
GLOBE STAFF

Boston Mayor Ray Flynn yesterday offered Genzyme Corp. of Cambridge a guarantee of "predictable" property taxes — meaning taxes that will rise very little — for at least 15 years, along with other incentives if the biotech company builds its \$75 million biopharmaceutical production facility in Allston.

Cambridge officials and the Atheneum Group, a Cambridge real estate developer, plan to meet this morning with Genzyme officials to make their own pitch for the company to expand in Cambridge.

Last Wednesday, Worcester made a bid to attract the Genzyme plant when city officials and the local biotech community presented their plans to the company. Genzyme's top executives drove out to the proposed Worcester site, which is adjacent to the Massachusetts Biotechnology Research Park, and later received a for-

'Genzyme can be assured a predictable level of property taxes over a term from 15 to 40 years.'

STEPHEN COYLE
Boston Redevelopment Authority

mal presentation at Mechanics Hall.

Yesterday, a Genzyme spokeswoman said the company will announce the winning site in early December. Construction would start next year and eventually result in 175 new jobs.

All three communities are trying to convince Genzyme, the state's largest biotechnology company, that they are the best location for the company's next manufacturing facility. Boston and Worcester

have pulled out all the stops to woo Genzyme in the past six months.

Genzyme's president, Henri Termier, has declined to comment on either the Boston or Worcester proposals except to say that the Massachusetts biotechnology community is growing quickly. He noted Bay State biotech companies have attracted \$1.1 billion in public and private capital this year — more than 20 percent of the estimated \$5 billion raised nationwide by such companies.

Yesterday, Flynn, along with officials from the Boston Redevelopment Authority, outlined a plan offering various tax incentives, job training assistance, infrastructure improvements and reduced utility costs if Genzyme builds in the city.

The BRA proposal states that "Genzyme can be assured a predictable level of property taxes over a term from 15 to 40 years," under a little-used city law that encourages commercial redevelopment. In

Boston offers Genzyme tax break for plant

GENZYME

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an interview, BRA director Stephen Coyle said that by a "predictable" property tax rate he meant one that will remain virtually flat, with some minor fluctuations. Coyle said he did not know what the rate will be yet because the property is still being assessed.

The biotech industry has been lobbying for months at the state level for guarantees of no new business taxes.

The Allston site, which overlooks the Charles River near the Guest Quarters Hotel off Storrow Drive, is a 9.4-acre section of an area known as Allston Landing, a 57-acre parcel near the Massachusetts Turnpike. The city hopes to attract other biotech companies to the large site, which is partly owned by the Turnpike Authority and includes a tandem-trailer truck yard and a former Sears, Roebuck and Co. distribution and service facility.

The Boston officials said they

would apply to the state for up to \$4 million in public works grants to provide direct road access to the site from Storrow Drive and the Turnpike. Funds would also be used to rebuild the current access roads to the turnpike to alleviate local traffic and eventually a new road that traverses the Allston Landing site, said Coyle.

"We are proposing eight options and the road, while one of the more expensive options would solve some bottlenecks on Soldiers Field Road," said Coyle.

The city also cited Boston Edison's promise to discount the cost of Genzyme's electrical use by 40 percent in its first year of operation with "proportional reductions thereafter over five years." Boston Gas will chip in \$50,000 towards Genzyme's purchase of high efficiency cooling and heating equipment, according to the Executive Summary of the city's proposal.

To finance construction, which is estimated to cost \$30 million to \$40 million, Flynn said Genzyme could turn to both the Boston Industrial Development Financing Authority and the Massachusetts Industrial Finance Agency as a source of capital at or near prime lending rates. He said the city will also allocate Job Training Linkage funds - a combination of state and city grants - to train lab and manufacturing technicians.

The Boston Globe

THURSDAY, DECEMBER 5, 1991

PROPERTY

Biotech firm's decision to build a \$75 million plant at Allston Landing gives the city a boost

Genzyme chooses Boston

By Ronald Rosenberg and Jerry Ackerman
GLOBE STAFF

In a major coup for Boston, Genzyme Corp. is expected to announce today plans to build a \$75 million manufacturing plant in Allston — a move that will help put the city and the state on the map as a leading center for biopharmaceutical production.

The selection of Boston is an important boost to the city that has seen a precipitous decline in manufacturing jobs and its economic base. Today's site selection, which Boston vigorously pursued, effectively ends a hotly contested three-way battle between Boston, Cambridge and Worcester.

Sources at Boston City Hall confirmed that Cambridge-based Genzyme has chosen the site known as Allston Landing.

The Genzyme plant will provide only about 200 manufacturing jobs by the mid-1990s, but it represents a symbolic victory for Boston and the state. In all, 11 states and 20 Massachusetts communities had made a pitch for the plant, and Genzyme's decision to stay in Boston and Massachu-

setts was seen as an important step in the area's efforts to hold onto its promising biotech industry as it expands into production.

"I had a hunch Boston would win," said Marc E. Goldberg, president and chief executive officer of the Massachusetts Biotechnology Research Institute in Worcester. "Steve Coyle put on a hell of a campaign."

Coyle, executive director of the Boston Redevelopment Authority, led the charge for the city, proposing a combination manufacturing and corporate headquarters on a 9½-acre parcel that is part of Allston Landing, off Soldiers Field Road near the Guest Quarters Hotel. The land, owned by the Massachusetts Turnpike Authority, is now used to park semitrailers.

The BRA provided sketches of a proposed Genzyme complex and arranged a major industrial zoning change for the 100-acre Allston Landing site with the backing of the Allston/Brighton community. Coyle convinced the Turnpike Authority to lease the land and commit to redesigning the exit ramps at the site.

He also agreed to apply a little-

used state law on commercial property that virtually guarantees Genzyme a stable tax rate for the next 10 years. The city also will build a new access road through the Allston Landing site and relocate a parking lot for tractor trailers.

"I was very impressed by Coyle and how he pulled everyone together," said Henri Termeer, Genzyme's president and chief executive officer.

For Boston, winning Genzyme could lead to a big economic boost in attracting and retaining fast-growing biotechnology companies along with local hospital biotech research groups. Top executives at T-Cell Sciences Corp., ImmunoGen Inc. and Enzytech Inc., all in Cambridge, have stated they will be influenced by Genzyme's site selection.

While Greater Boston has always been a major biotech research center and area hospitals are viewed as excellent facilities for clinical trials, the state's emerging biotechnology industry has looked outside of Massachusetts for manufacturing.

Yesterday, Termeer, who acknowledged he has radically changed his views in the last seven months about the Bay State's ability to attract industry, said he was "leaning" to Boston because the city is offering a combination manufacturing and headquarters site in Allston. The sites in Cambridge and Worcester were strictly for manufac-

treat thyroid gland cancer. Termeer said he expects the drugs the biopharmaceutical plant produces will bring in more than \$200 million a year.

In reviewing the sites, Termeer said all three communities made impressive presentations. He praised Worcester, which was offering a meadow next to the Biotechnology Research Park, for its strong business and community involvement.

"They made a very impressive showing," said Termeer, adding that while Genzyme wound up looking for a manufacturing and headquarters site, Worcester came up short.

"I can't see moving our headquarters to Worcester," he added. "That's a real cultural problem for us."

In Cambridge, the Athenaem Group, which offered to refurbish a building used by various divisions of TRW Corp., showed how the city could be cost competitive with Boston and Worcester.

But Termeer, weighing his words carefully, said Cambridge lacked the political leadership to assure a smooth relationship with the business community that Boston and Worcester offered. One example he cited was the city's parking freeze, an environmental initiative aimed at improving air quality, that Cambridge officials promised would not be a problem.

"We had our lawyers go over it, but I wondered what would happen if there was just one objection and it went to court," he said. "That could delay the project and that was unacceptable."

Termeer stressed the company will always have a presence in Cambridge, particularly its research and development staff.

Genzyme's site selection now is far from where the company was seven months ago, when it revealed that it was looking outside the state to North Carolina, Rhode Island and elsewhere to build a manufacturing plant.

At the time Massachusetts was in financial turmoil without a Legislature-approved budget and what Termeer calls an antibusiness attitude on Beacon Hill. "I had sort of convinced myself that it wouldn't be possible to do manufacturing in Massachusetts."

But when Termeer publicly revealed in May how various East Coast states were seeking to attract the company's proposed manufacturing plant, various governmental officials "woke up."

Gov. Weld, Boston Mayor Flynn and Coyle persuaded Termeer to put the Bay State back into the site-selection process and he later agreed to build the plant in the state. Termeer was also appointed by Gov. Weld to head a business task force to develop ways the state can lure and keep biotechnology companies for the Bay State.

"This has been a learning experience for everyone," said Termeer. "I believe we now have the infrastructure in Massachusetts to truly compete for biopharmaceutical manufacturing."

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35 cents 50 cents outside 30 mile zone



Thursday, December 5, 1

Genzyme to pick Allston as plant site

By MARIE GENDRON
and DAVID CALLAWAY

Genzyme Corp. is expected to announce today that it has chosen the Allston Land-lab as the site to build its \$75 million manufacturing plant, the Herald has learned.

The long-awaited decision ends more than three months of competition by Boston, Cambridge and Worcester for the plant, which will eventually house 200 employees.

Neither Genzyme nor city officials would confirm that Allston has been chosen. A press conference has been scheduled for today.

But sources said a dazzling array of benefits for the company promised by Boston Mayor Ray Flynn and Boston real-estate officials helped Genzyme make its final decision. Among those promises were:

- A change in the city's zoning code allowing Genzyme to build in Allston without seeking additional zoning relief. This amendment was signed into law by the mayor last month.

- Appointment of a city "ombudsman" to oversee the project's progress and eliminate any obstacles.

- Granting of 121A tax status for the project to assure Genzyme's taxes would not increase for 15 to 40 years.

- A 40 percent discount from Boston Edison for Genzyme's first year of operation plus a subsidy by Edison and Boston Gas for equipment Genzyme purchases.

- Bond issues from several city and state agencies that would provide cheap

One source, who asked not to be named, said the acquisition price for the Allston site was "competitive" with other sites the company considered. Genzyme will reportedly sign a long-term lease with the Massachusetts

Source: Genzyme to build in Allston

From preceding page

sets Turnpike Authority for between \$16 and \$18 per square foot.

One Allston-Brighton community activist said he was pleased Genzyme chose the neighborhood, but said he was concerned the city may have given away too much in the deal.

"It seemed to be a competition for who could give Genzyme the most

goodies," said Paul Coughlin, executive director of the Allston-Brighton Area Planning Action Council. "Let's hope we get some of them back."

Genzyme announced last week it will stay in Massachusetts, ending six months of aggressive lobbying by the Weld administration that pitted the state against North Carolina, Pennsylvania and New Jersey.

Weld finally won the commitment by

personally promising Genzyme he would work to keep corporate taxes at current levels, expand the investment tax credit and maintain fiscal stability in the state.

Weld said he believes the fact that Genzyme will stay in Massachusetts will enhance the so-called "cluster" notion that technology companies flock to places where there is a high degree of technological expertise.

BOSTON HERALD

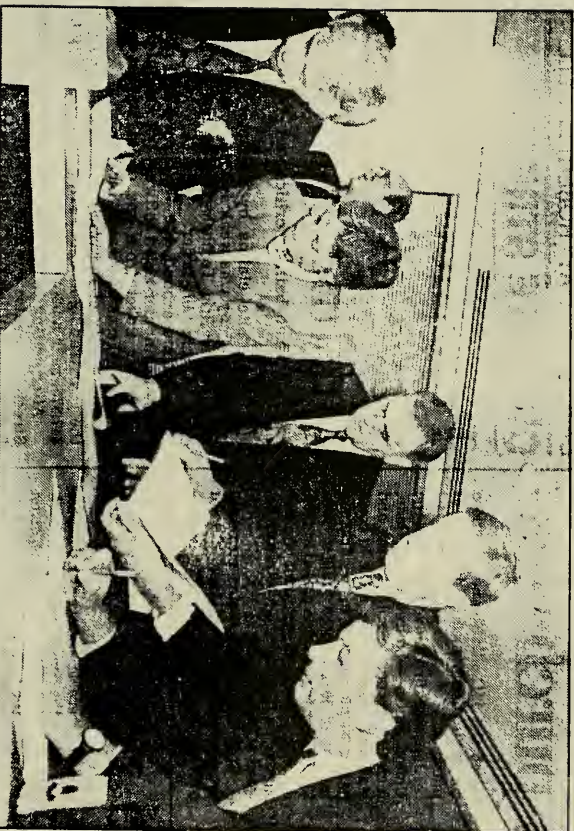
35 cents

50 cents, outside 30 mile zone

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Friday, December 6, 1

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ALLSTON WINS

Genzyme Corp. announced yesterday it will build a \$75 million manufacturing plant in Boston, praising government officials for efforts to aid the state's biotechnology industry. From left, Stephen Coyle of the Boston Redevelopment Authority, Ann Hershtang of the Mass. Turnpike Authority, Boston Mayor Ray Flynn, Gov. William F. Weld and Genzyme CEO Henri Termeer sign the agreement bringing the pharmaceutical plant to Boston. The Cambridge-based company said last week it would pick a Massachusetts site after Weld pledged help in getting tax breaks, training workers and other incentives. Genzyme considered proposals from Boston, Cambridge, Framingham and Worcester before choosing Allston Landing, near the Mass. Turnpike. Boston recently changed its zoning code to accommodate Genzyme and plans to provide bond rates for cheap building capital. The plant, expected to be completed by mid-1994, will initially employ about 200 people.

Staff photo by AP/Wide World

The Boston Globe

FRIDAY, DECEMBER 6, 1991

Genzyme's welcome decision

The bold decision by the biotech company Genzyme to locate a \$75 million manufacturing plant in the Allston section of Boston inspires hope that the city may be able to rebuild some of its desperately needed manufacturing base.

Any prospect for responsible economic growth in Boston is to be heralded, but the development of manufacturing facilities in the city is particularly welcome because it carries with it the development of well-paying jobs that do not require four-year college diplomas.

Boston has become a prototypical service-economy city, with jobs at the high end for the well-educated and literate and poorly paying jobs at the low end for those with few skills. Concurrently, manufacturing jobs that might be expected to occupy the middle of the spectrum have declined dramatically.

In a city where thousands of students drop out of school each year because they see no connection between schooling they can reasonably obtain and jobs they might desire, the Genzyme decision sends a signal of rich possibility.

As the refurbishing, with substantial public assistance, of Quincy Market presaged the commercial development of Boston in the 1970s and 1980s, so the Genzyme move, again with substantial public support, could signal a manufacturing rebirth in the Boston area.

With his decision to locate in Boston, Genzyme's president, Henri Termeer, becomes a key corporate player in the reshaping of Boston's economy. Gov. Weld moved early to persuade Termeer, who was looking outside the state for a manufacturing site, to reconsider Massachusetts. Mayor

Flynn and Boston Redevelopment Authority Director Stephen Coyle saw the opportunity and put the necessary package of public benefits together. The Massachusetts Turnpike Authority deserves kudos for making the Allston Landing site available and pledging to redevelop turnpike ramps to make the site work.

The biotech industry in Massachusetts is at lift-off. Companies in the state have raised \$1 billion in capital on Wall Street this year, more than they raised in the last decade. The city is talking with four other firms about Boston locations. BU is developing a new medical school. University-sponsored research facilities are going into the old Sears building in the Fenway. The opportunity to develop a biotech and medical-supply manufacturing industry in the city is real.

The city must now make certain that if the enterprise really flies, Boston residents can get aboard. The need to improve the city's vocational school, the Hubert Humphrey Occupational Resources Center — possibly under an independent business-labor governing board, as Mayor Flynn has proposed — and to link its activities with the nearby Roxbury Community College to provide first-class technical education for Boston students, both youths and adults, has never been more compelling.

Located near Harvard, MIT and one of the country's great medical centers, the 50-acre Allston Landing site has a "competitive advantage" that could make it the keystone of a redirection and revitalization of the city's economy centered on medical manufacturing. Every step should be taken to continue to foster that possibility.

701 CMR: EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION

701 CMR 5.00: THE PUBLIC WORKS ECONOMIC DEVELOPMENT PROGRAM

Section

- 5.01: Scope and Purpose
- 5.02: Definitions
- 5.03: Eligible Applicants
- 5.04: Eligible Projects
- 5.05: Ineligible Projects
- 5.06: Eligible Project Costs
- 5.07: Ineligible Project Costs
- 5.08: Applications
- 5.09: Criteria for Rating Economic Benefits of Project
- 5.10: Review of Application

5.01: Scope and Purpose

The regulations set forth in 701 CMR 5.00 establish the criteria and method for the application and distribution of funds under the Public Works Economic Development Program. They are intended to create a process for the awarding of financial assistance grants to municipalities which is equitable within the legislative intent for which these funds were authorized.

Whereas the establishment of this program is derived from the traditional state highway program authorization within the 1981 Transportation Bond Act (St. 1981, c. 732), the scope of the proposed regulations is limited to the financing of highway-related (as defined in 701 CMR 5.04) facility development.

Futhermore, the regulations contained herein are designed to provide eligible municipalities with maximum flexibility and discretion as it relates to project development and implementation.

5.02: Definitions

Commonwealth means the Commonwealth of Massachusetts.

Department means the Massachusetts Department of Public Works as defined pursuant to M.G.L. c. 16, s. 1.

Lead agency means a department or agency designated by the local executive governmental body for the purpose of coordinating and implementing any activities related to the proposed project.

Local economic development effort means a promulgated plan or strategy by a municipality which seeks to attain a positive economic influence on a specific area, through the utilization of public and private incentives.

Local executive governmental body means a mayor, board of selectmen, town council, town manager, city manager or any combination thereof.

Municipality means any city or town within the Commonwealth.

Program means the public works economic development program as described in St. 1981, c. 732, s. 17(c).

Project means any endeavor selected by a municipality which seeks to develop a facility (as described in 701 CMR 5.04) which is deemed to be integral to the advancement of a local economic development effort.

Secretary means the Secretary of the Massachusetts Executive Office of Transportation and Construction.

5.03: Eligible Applicants

Any city or town government within the Commonwealth, through its respective executive body, is eligible to apply under the provisions of the program.

701 CMR: EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION

5.03: continued

Said executive body shall designate a lead agency for the proposed project.

5.04: Eligible Projects

- (1) Eligible projects shall include but will not necessarily be limited to projects for the design, construction and/or reconstruction of existing and/or newly located public access roads, streets and bridges, curbing, sidewalks, lighting systems, traffic control and service facilities, drainage systems and culverts associated with a municipal economic development effort which seeks to or will:
 - (a) retain, establish, expand or otherwise revitalize industrial or commercial plants or facilities;
 - (b) create or retain long-term employment opportunities;
 - (c) have a positive impact on the local tax base;
 - (d) leverage high return private investment, and;
 - (e) strengthen the partnership between public and private sectors.

5.05: Ineligible Projects

- (1) The following public works projects shall be ineligible for funding under this program:
 - (a) sewage systems;
 - (b) water delivery systems;
 - (c) projects on which construction has been initiated.

5.06: Eligible Costs

- (1) The following types of project costs are eligible for funding under this program. The requested amount may not exceed \$1,000,000, except in the case of a project that demonstrates significant regional economic benefits in the opinion of the Secretary.
 - (a) project design costs;
 - (b) costs for completing and updating plans, specifications, and estimates where either architectural design/preliminary engineering or related planning has already been undertaken, and where additional architectural and engineering work or related planning is required to permit construction of the project;
 - (c) other architectural and engineering costs such as inspection fees and test borings;
 - (d) costs associated with standard construction activities which are reasonable costs of construction work to be performed under contract;
 - (e) up to 25% of the requested amount is eligible for the acquisition of any interest in real property including but not limited to land, rights-of-way, easements or air rights. (It is important to note that this 25% restriction is necessary in order to maximize the utilization of state funds for direct construction activities. Additional acquisition of interest in real property (when necessary) is considered to be a demonstration of the municipality's commitment to the project.)

5.07: Ineligible Project Costs

- (1) The following costs are ineligible for funding under this program:
 - (a) prior expenses related to administrative, planning, estimates or other architectural and engineering costs previously incurred;
 - (b) any expense required to carry out the overall responsibilities of the recipient municipality;
 - (c) any administrative expense.

5.08: Application

The applying municipality must transmit to the Secretary of the Executive Office of Transportation and Construction a project proposal application which consists of the following elements:

- (1) Documentation of Executive Actions. Provide a certified copy of resolution

701 CMR: EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION

5.08: continued

and subsequent vote taken by executive body authorizing the submission of this proposal.

(2) Designation of Lead Agency. Provide pertinent correspondence (memoranda, letter, etc.) of lead agency designation. This information shall include agency contact person and a brief narrative of lead agency's organizational responsibilities and structure.

(3) Project Description. Description of proposed project, including the scope, purpose, need and locus of project. The use of graphic material (maps, profiles, etc.) is suggested in this description.

(4) Project Costs. This segment of the application shall contain three elements:

- (a) Estimated Architectural/Engineering Costs
- (b) Estimated Construction Cost
- (c) Other Cost

These cost must be specific in format and contained within the context of a schedule of expenditure.

(5) Description of Local Economic Development Effort. Provide information concerning local economic development and/or community development master plans, strategies, goals and objectives and accomplishments.

(6) CARD Designation. If the proposed project is contained within or adjacent to a commercial area revitalization district, pursuant to M.G.L. c. 40D, s. 12(2)(k) the application shall include the Executive Office of Communities and Development's letter of designation, CARD map and other documentation related thereto.

(7) Public Sector Participation. The application shall include full documentation of all public (federal, state and local) funds or incentives currently committed to the affected local economic development effort. This should include:

- (a) financial grants and appropriations made by federal, state or local government agencies.
- (b) guaranteed loans authorized by federal or state agencies.
- (c) industrial revenue bonds approved by federal or state agencies.
- (d) descriptions of any M.G.L. c. 121A tax agreements executed and in the incentive/negotiation stages with private corporations located within the affected project area.

(8) Private Sector Investment. The application shall present past, current and proposed investments to be made by the private sector within the area affected by the proposed project. Documentation of this investment may include:

- (a) Letters of intent by private individuals or corporate entities describing the form and amount of investment in the affected project area.
- (b) Documents, statements or prospect, describing private investments.

(9) Economic and Demographic Support Data. This information should include:

- (a) number of jobs to be created or retained by local economic development effort and proposed project.
- (b) municipal unemployment rate for the past five year period and compared with state average.
- (c) a description of the municipality's employment mix by industry over the past five year period and compared with statewide mix.
- (d) equalize property value per capita data.
- (e) general local tax data.
- (f) average annual wage for all categories of jobs which are to be created or retained as direct result of the overall economic development effort being assisted by proposed project.
- (g) number and type of jobs (including average salary) of temporary construction jobs to be created by proposed project.

(10) Public Comment. The applicant shall conduct a public hearing relative to

701 CMR: EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION

5.08: continued

the proposed project. The application shall contain documentation of this hearing including but not limited to public notice(s), minutes and written testimony.

5.09: Criteria for Rating Economic Benefits of Project

(1) The following criteria shall be used by the Secretary in rating the economic benefit projected to be generated by the proposed project. In applying these criteria to a proposal, the Secretary may consult with such agencies of the Commonwealth as the Secretary may deem appropriate.

(a) Number of jobs to be created or retained as a direct result of the proposed project.

(b) Unemployment using the average unemployment rate in the applicant municipality for the most recent five year period based on Division of Employment Security data.

(c) Equalized Property Value Per Capita in the project community as compared to the state average in the most recent year for which data is available based on Department of Corporations and Taxation data.

(d) Annual Wage average over all categories of jobs which are expected to be created or retained as a direct result of the grant as compared to the average annual state wage in the most recent year for which data is available based on Division of Employment Security data.

(e) Ratio of public investment in project/affected area to total private investment in new industrial plant or expansion of existing industrial plant or commercial facilities.

(f) An estimate of future economic benefits that may result from the proposed project and private sector investment currently connected with the project.

5.10: Review of Application

(1) The secretary shall review the information contained within said application and evaluate the merits of the proposed based on:

(a) the information contained within the required application (pursuant to 701 CMR 5.08), and;

(b) the criteria for rating economic benefits of the project (pursuant to 701 CMR 5.09).

(2) The Secretary shall consult with the Secretary of Economic Affairs and the Secretary of Communities and Development for the purposes of review and recommendation(s) concerning those applications submitted herein.

(3) The Secretary shall transmit to all municipalities a copy of the program regulations and a timetable for the award of funds at least thirty (30) days prior to the deadline for filing applications.

(4) The Secretary shall make a decision on applications within thirty (30) days after the deadline for submitting of proposals.

REGULATORY AUTHORITY

701 CMR 5.00: St. 1981, c. 732, s. 17c.

